

Law Enforcement News

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Violence on the home front

Detroit PD to roll out huge drive against domestic violence — including intervention for abusive officers

Detroit police officials recently announced a full-court press against domestic violence, including deployment of a 50-member homicide-reduction task force charged with investigating every case reported to police, and a sophisticated effort to identify and provide assistance to officers who may be having problems at home themselves.

The task force, which is still in the planning stages but is expected to be in place by spring, will investigate every domestic violence report to police and gather enough evidence against perpetrators so that prosecutors can present airtight cases — even if the victim decides not to pursue the charges, officials told Law Enforcement News this month.

The task force will represent one of the largest commitments of personnel ever by the 4,000-officer Police Department to address a specific problem, said Cmdr. John Courie of the Risk Management Division. The overall goal of the task force is to reduce homicides by preventing repeat attacks as well as to provide help for both the victim and the batterer, he said.

"We found that approximately 30 percent of all homicides on a national basis are related to domestic violence," said Courie, adding that Detroit's rate mirrors the national figure. "We also found that in some cities they've been able to reduce the incidence of domestic violence-related homicides by instituting programs in which they ac-

are undergoing specialized training in domestic violence response "so that when we go into court, we'll be able to prosecute without a hitch," noted Lieut. Gwendolyn Brown of the Major Crimes Division, who is the commanding officer of the task force.

"We're not reinventing the wheel here," Courie added, saying Detroit

"We would like to have an agency on site with us so they can interact with victims immediately," she said.

Eventually, the department hopes to add a victim advocate as a permanent member of the task force. "Not every batterer leaves evidence," Courie said. "Victim advocates are very important in those instances because the Police Department is not going to be able to do anything. The advocate has to stay in touch with the victim to make sure she knows how to get out of the situation."

At the same time, the Police Department will be making an effort to address the domestic violence problem within the rank and file. The departments' Risk Management and Internal Controls divisions, which maintain records on officer performance, complaints made by citizens and other data, will analyze that information to determine which officers might be at risk for spouse abuse.

The idea is both to create a profile of at-risk officers and provide counseling and other intervention measures to help troubled officers deal with family

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Detroit police officials brace for a rise in domestic violence complaints, in hopes that the number of homicides will go down.

tively pursue every domestic violence claim and gather enough evidence so that the victim will not be able to withdraw their complaint."

The task force, which will serve as the second responder to a domestic violence incident, will collect evidence, including 911 tapes and photographs, and take witness statements. "That way we can go forward with the prosecution even if the victim is talked out of the prosecution by the batterer," Courie said.

Officers assigned to the task force

police officials conferred with their counterparts in Chicago, San Diego and Nashville, Tenn., in planning the program.

Officials fully expect that the number of domestic violence complaints will rise once the task force begins its work. "But that's all right because we hope the number of homicides will go down," Courie said.

A key to the success of the program is a close working relationship with counselors, shelter officials and victim advocates in the area, said Brown.

Is your professionalism up to par? Board to gauge officers against high standards

Doctors, accountants, lawyers and other professionals have credentials, so why not police officers?

That's the logic behind the National Law Enforcement Credentialing Board, a new organization based in Columbus, Ohio, that is gearing up to provide professional credentials to law enforcement officers who can prove they have reached the highest standards of their profession.

"The organization really grew out of a recognition by members of the law enforcement profession that we need to develop a tool to encourage and assist law enforcement officers to voluntarily get better at what they do for a living," said Columbus police Sgt. Rick Weisman, a 22-year police veteran who is executive director of the NLECB.

The program, which is still in the

planning stages, is modeling itself after other professional certification boards. Officers who seek credentials will be required to meet standards and demonstrate skills in an assessment that will be reviewed by the board, Weisman said. They will be tested to measure their abilities in numerous areas, including police practice and procedures, knowledge of the law, ethics and values, investigations, officer and traffic safety, community policing, communication.

The board started to become a reality a year ago, when Weisman met with law enforcement officials from 20 states and asked them whether they thought there was a need for such a program. "Overwhelmingly, they felt there was. They gave us a lot of guidance as to the kinds of things they felt this program might become," said Weis-

man, who is on leave from the Columbus Division of Police to work on the board.

Following the February 1995 meeting, a nationwide survey was conducted in which "90 percent or higher" of the respondents indicated a need for the program, Weisman told Law Enforcement News.

Last June, Weisman met with law enforcement administrators, first-line supervisors, rookies and "officers designated as their agency's best" to begin putting together a set of standards that officers seeking the designation would have to meet. "We know from talking to officers from around the country that [such a program] has to challenge them and it has to help them get better at what they do in their service to the public."

A number of volunteer committees

have been meeting to oversee each step of the board's development. Input also has been sought from community leaders around the country to determine the attributes that are common among officers who enjoy good relationships with the communities in which they work, Weisman said.

"They've identified those attributes, characteristics, skills, knowledge and abilities that comprise the best in the law enforcement profession. What we're in the process of doing now is trying to determine an assessment process that will allow us to find out whether or not officers meet those skills and standards."

While most states — through Peace Officer Standards and Training boards — set out basic minimum standards that must be met in order to become a

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What They Are Saying:

"If somebody today ever tried to tell me that this town or this state doesn't care about its law enforcement people, I'd tell them to drink their bathwater because they certainly do."

— Retired Omaha detective James B. Wilson Sr., on the public response to a foundation he set up to honor the memory of his son, a third-generation Omaha officer who was gunned down in cold blood last August. (5:3)

Five years & \$12.1 million to find causes of violence

Research into the causes and prevention of violence are due for a \$12.1-million shot in the arm, following the recent decision by the National Science Foundation to fund a proposal by Carnegie Mellon University to coordinate interdisciplinary studies of the problem.

At its Dec. 14 board meeting, the NSF approved the establishment of the

National Consortium on Violence Research, which will receive funds over five years to conduct violence-related research. NCOVR is said to be the largest single social science project ever funded by the NSF, and marks the first time the foundation has funded a consortium to carry out an integrated program of scientific research about factors leading to violence and pos-

sible ways of reducing it among individuals and in communities.

The Carnegie Mellon proposal was approved by the NSF over 13 other competing applications, said Alfred Blumstein, the noted criminologist at the university's H.J. Heinz III School of Public Policy and Management who will act as coordinator of the consor-

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Around the Nation

Northeast

CONNECTICUT — A grant to promote safe, drug-free schools in Waterbury will be used to install security cameras in several city schools.

Cheshire Police Capt. Stephen Sidoruk said last month that the department's screening process to fill one or two openings was "dead in the water" until the issue of Federal funding for the positions is clarified. Sidoruk said he plans to ask U.S. Senator Christopher Dodd to approach the Justice Department for an update on its plans to increase the size of the department through the Cops Ahead program. The department has 77 candidates still in the running out of 700 applications it received for the vacancies.

MARYLAND — Two outside experts said last month that the fatal shooting of a 64-year-old, mentally disturbed woman who had threatened Baltimore police officers with a steak knife was justified. George Parry, a former prosecutor who headed the Philadelphia Police Department's misconduct unit, and Byron Warnken, a professor at the University of Baltimore Law School who has defended officers in use-of-force cases, concluded that the officers reasonably believed their lives to be in danger and had no alternative but to shoot. The officers had gone to Betty Keat's home Jan. 12 after neighbors complained that she had thrown a flammable liquid on their lawns. The officers entered the woman's home after they smelled some type of flammable substance, and Keat came down the stairs toward them with a knife. She was shot after she failed to respond to orders to drop the knife, even after being sprayed with pepper gas.

The state Supreme Court cleared the way Jan. 16 for the retrial a Baltimore police officer accused of manslaughter in the 1993 shooting of a 14-year-old boy. The first trial of Edward T. Gorwell ended in a mistrial when one of the jurors failed to show up for a second day of deliberations.

Maj. Reginald N. Riley, a 23-year veteran of the Prince George's County Police Department, was suspended Jan. 23 for insubordination after leaving a drug test. According to police sources quoted by The Washington Post, Riley dropped the first sample, then provided a second sample that testers said appeared to be diluted. Riley walked out rather than submit a third sample. Later that night, Riley complied with an order to take the test again.

MAINE — A new law now requires that candidates for sheriff in the state's 16 counties must have the same level of law enforcement and management experience that applicants for municipal police chief jobs have had to have since 1976. The law is aimed at eliminating the perception that the sheriffs' departments are substandard law enforcement agencies. Previously, candidates needed only 150 signatures to run as a party member and 300 to run as an independent.

Mark Bechard, 37, is being held in the vicious deaths of two elderly nuns

in Waterville on Jan. 28. Bechard, who has a history of mental illness, is accused of using a knife, a religious statue, and one of the nun's canes to stab and beat Mother Superior Edna Mary Cardozo, 68, and Sister Marie Julien Fortin, 67, outside of their chapel at the Order of the Blessed Sacrament convent, said a spokesman for the Maine State Police. Two other nuns were seriously injured but survived.

MASSACHUSETTS — A Chelmsford man, John Rex, 24, was sentenced Jan. 24 to 20 to 25 years in prison for raping two boys, ages 12 and 14, whom he met through a computer bulletin board.

In a new plan prompted by a recent spike in crime at Massachusetts Bay Transportation Authority stations, 20 to 25 officers will be assigned to station areas in the morning, and 30 to 35 in stations where the incidence of crime has been higher in the afternoon. Also, MBTA police teams will be assigned to cover smaller areas of just four or five stations, rather than entire routes. In April, a class of 30 MBTA police recruits will begin training, with the goal of filling all of the more than 200 MBTA police positions that are authorized.

The Boston Police Department welcomed its newest members Jan. 28, with the swearing-in of 91 recruits upon their graduation from the Police Academy. Police Commissioner Paul F. Evans said that over the next five months an additional 160 officers will be sworn in.

NEW JERSEY — Thanks to advances in DNA testing, a Camden man, William Barrow, 59, was arrested last month, 11 years after the murder of a 5-year-old Florida girl. A DNA sample matched saliva on cigarette butts found near the body of Kizzy Ann Brooms to Barrow's blood. Palm Beach County Sheriff's Sgt. William Spring said Barrow was the prime suspect because he was the only one Spring could find who smoked Dutch Treat Menthols.

Gary Daniels, Burlington County's new sheriff, promptly fired four managers on his first day in office. Undersheriffs Robert Leavitt and Clarence Dave Davis, Chief Sheriff's Officer Dale Wolfrom and Chief Warrant Officer Jim Thompson were sent home on Jan. 2 with two weeks' pay. In their place, Daniels hired Jean Stanfield as undersheriff and Richard Henry as chief warrant officer, recruiting them from outside the department for less than half of what the four others were making. Daniels said the move was a business decision that streamlined the department by reducing the number of top managers.

NEW YORK — New York City Police Officer Dennis LaBarbera was shot Jan. 31 in the department's most recent friendly-fire incident. A fellow officer, Sgt. Marcus Renna, mistook LaBarbera for a burglar on the roof of a Harlem supermarket that had reported an attempted burglary. LaBarbera, 27, was wounded in the shoulder and reported in guarded condition.

New York State began last month to put the names and photos of its most dangerous paroled or freed sex offenders into a computer registry that will be available to parents.

A Brooklyn jury convicted Vernon Smith, 18, of murder in the 1994 death of New York City Police Officer Raymond Cannon during a bike-shop robbery, while another jury found Vernon's 17-year-old brother, Lavonne, not guilty of murder but guilty of robbery and weapons possession. Lavonne Smith said he did not know that his uncle, Richard Larrier, was carrying a 9mm. pistol that he used to kill Cannon when the officer responded to the robbery. Larrier was killed in the incident. The brothers were charged with felony murder because they participated in the robbery that led to the officer's death.

Experts at John Jay College of Criminal Justice are undertaking a sweeping analysis of why New York City's crime rate has plunged so dramatically over the past two years. Despite assertions by Police Commissioner William Bratton that Police Department strategies deserve sole credit, New York is not the only city experiencing the crime decrease, said sociology professor Andrew Karmen. The study will examine which types of murder are down, possible changes in the drug culture, the impact of Bratton's overhaul of the department, and the impact of economic conditions and demographics.

Gov. George Pataki vetoed a bill Jan. 31 that would have stripped New York City Police Commissioner William Bratton of his power to discipline officers. The legislation would have required that disciplinary hearings be held by independent arbitrators whose decisions would have been binding.

New York City Police Officer Eduardo Avila, 27, was indicted Jan. 25 on charges that he and his girlfriend schemed to have her husband killed for \$200,000 in insurance money. The man Avila tried to hire for the job apparently believed he was being set up and tipped off police. Avila's girlfriend and cousin, Tina Shepard, was arrested last May after the pair met with an undercover officer posing as a hitman and gave him a \$2,500 payment. It took investigators nine more months to finish gathering evidence against Avila.

PENNSYLVANIA — A Federal judge ruled Jan. 18 that the survivors of the city's 1985 bombing of the MOVE house can sue Philadelphia's police and fire commissioners. Ramona Africa, the sole adult survivor of the fire that killed 11 people and destroyed 61 other homes, is seeking millions in damages, claiming that the bombing and fire violated her civil rights.

Philadelphia police officials said Jan. 3 that Officer Lauretha Vaird, the first policewoman ever to be killed in the line of duty, did not have the protective Kevlar panels in her bullet-proof vest, although she was wearing the shell. Some experts say the fatal shooting illustrates the problems many police officers having with wearing the heavy, uncomfortable vests. Vaird, 43, was being fitted in December for a new vest that would have been lighter and more flexible.

Former Philadelphia police officer Louis Maier was sentenced Jan. 19 to five years in prison for conspiring to violate the civil rights of four defen-

dants by framing them on drug charges. The unusually long sentence for Maier, one of six officers who pleaded guilty in a corruption investigation, is intended to serve as a deterrent, said Federal District Judge Harvey Bartle 3d. The sentencing guidelines called for a sentence of 24 to 30 months.

RHODE ISLAND — Brian Mahoney, a Boston police officer who fell asleep drunk and naked in a 2-year-old girl's room after mistaking a Newport house for his own, agreed in January to apologize to the girl's parents and pay them \$700.

Southwest

ALABAMA — Federal agents are investigating whether a series of suspicious fires at four black churches in western Alabama during January could be linked to four other, similar arsons in western Tennessee last year. In all the incidents, the fires were set late at night and no one was injured. Morris Dees, head of the Southern Poverty Law Center, sees the fires as a result of casual racism, not organized hate groups. Green and Sumter counties, which are 75 and 80 percent black, are not areas where white supremacist groups would thrive, he said.

Georgiana City Council member Max Roper was among 21 people indicted last month on drug distribution charges. Federal prosecutors say he could face life in prison.

The Secret Service is scanning film from hidden cameras in hopes of catching suspects who passed \$13,000 in counterfeit \$100 bills in Hoover late last month.

ARKANSAS — The state Department of Correction is planning to send 300 prisoners to rented space at a Texarkana, Texas, jail to ease prison crowding. The move will make more room for state inmates currently backed up in county jails.

FLORIDA — Joseph Ward, the 1993 valedictorian of his class at the North East Florida Criminal Justice Training Center, was arrested Jan. 11 for stealing a police car and taking it for a joyride. Ward was never actually appointed as a police officer, after a background investigation found that he had an arrest record and had used an alias to get into the training academy. Ward bluffed his way into and out of a Jacksonville police garage, and was arrested when he drove the stolen cruiser back to the garage.

A 30-year-old Tampa man, Dale Morris, is recovering from a gunshot wound he said was inflicted by the sheriff's deputy who answered his 911 call. Officials say the deputy fired because Morris was holding a shotgun.

Miami police fear that a serial killer is behind the deaths of three women whose beaten, burned bodies have been turning up in a rundown neighborhood since last August. The latest victim was found on Jan. 25.

GEORGIA — Eleven percent of those

who tried to buy handguns during the first 10 days of the state's law requiring instant background checks turned out to be convicted felons, the state Bureau of Investigation said last month.

LOUISIANA — The New Orleans Police Department spent \$10.5 million on overtime pay last year, with some officers nearly tripling their salaries by working 50 extra hours a week, according to a report in The Times-Picayune.

New Orleans recorded 22 murders in January, double the number during the same period last year. Mayor Marc Morial attributed the sharp increase to renewed fighting over drug turf.

MISSISSIPPI — Tallahatchie County Sheriff James Pugh was charged Jan. 25 with obtaining 2,500 doses of prescription painkillers over two years to satisfy his addiction.

Waveland Police Officer Michael Prendergast, 32, was rehired in January after his criminal record was expunged. Prendergast had pleaded guilty to a felony arson charge in June 1988.

TENNESSEE — Rewards of up to \$50,000 are being offered by a victims coalition for the conviction of a gang of robbers that has victimized residents in six East Tennessee counties for 10 years. The ski-masked robbers break into and ransack occupied homes.

VIRGINIA — Eleven of the 33 new Henrico County Police Department officers are being funded through the Justice Department's Office of Community Oriented Policing Services. The new officers graduated on Jan. 22.

Midwest

ILLINOIS — A judge granted a state request on Jan. 29 that a 12-year-old Chicago boy be sent to a juvenile penitentiary, making him the nation's youngest inmate in a high-security prison. The boy, and a 13-year-old boy also sentenced to a juvenile penitentiary, were convicted of dangling 5-year-old Eric Morse out of a 14th-story window and then letting him drop because he would not steal candy for them. Until last year, children younger than 13 could not be sent to prison. A new state law, however, lowers the age of admission to 10.

INDIANA — Police in Gary said last month that there were eight murders in the first four weeks since state troopers have been withdrawn from the city. The murder rate had dropped 40 percent from October to December under the trooper-led crackdown.

KENTUCKY — A bill that would allow anyone over the age of 20 to carry a concealed weapon is expected to be the subject of fierce debate in the state Legislature. State troopers have reportedly been ordered to keep silent about the legislation, which police officers contend would put them in greater jeopardy.

MICHIGAN — A bill that would ban residency requirements for public workers was approved Jan. 31 by a

state Senate committee.

OHIO — State trooper James Gross, 27, was shot and killed during a traffic stop Jan. 19.

A Federal appeals court in Cincinnati last month upheld the convictions of Robert and Carleen Thomas of Milpitas, Calif., for sending obscene images from their Amateur Action Computer Bulletin Board System. Prosecutors said that the Thomases' conviction is the first for transmitting sexually explicit material by computer.

Lawyers for former Cincinnati police officer Claudia Vercellotti charged last month that prosecutors withheld evidence that would have helped them defend the 26-year-old officer on charges of dereliction of duty, perjury and obstructing justice. Vercellotti and her former partner, Officer Andre Eddings, are accused of concealing a bribery attempt by the manager of a bar.



MINNESOTA — St. Joseph Police Officer Brian Klinefelter was fatally shot after stopping robbery suspects in a truck Jan. 29. One suspect was killed, and two others were arrested.

MISSOURI — Tyler Brewer takes over as police chief in Jefferson City on Feb. 26. Brewer is currently a major with the Wichita, Kan., Police Department.

Camden Point Police Chief Thomas Tobin resigned last month after he was arrested and charged with making \$20,000 in calls at taxpayer expense to a psychic hotline 900 number.

MONTANA — Boulder Police Chief Dennis Sullivan was acquitted Jan. 25 after a Police Court determined that he meant no harm when he sprayed pepper spray into a room where two teenagers were working.

The Montana State Prison in Deer Lodge is so crowded that 140 would-be inmates are being held in county jails, officials said last month. State and county correction officials are looking to rent cells in other states to house 200 inmates.

NEBRASKA — As of Jan. 29, students at Lincoln Southeast High School are barred from wearing hats and coats in class, in a policy move aimed at thwarting concealed guns and drugs.

Unless he resigns first, Merrick County Sheriff Dan Schneiderheinz faces a recall vote, after officials verified enough signatures on a petition prompted by a case in which the wrong man was accused.

NORTH DAKOTA — An 11 P.M. curfew for youths 15 and younger took effect in Fargo on Feb. 1. The parents of violators face a maximum fine of \$500 and 30 days in jail.

SOUTH DAKOTA — The state will receive \$97,000 from the U.S. Justice Department to help compensate crime

victims and their families.

WYOMING — Statistics released last month on domestic violence in Cheyenne showed a 45-percent increase in reporting and a near doubling in the number of arrests from 1988 to 1994. Police credit a new law giving them broader powers in domestic cases.



ARIZONA — Corrections Director Terry Stewart last month called for abandoning a shock incarceration "boot camp" for juvenile offenders, which he said had an 80-percent failure rate.

COLORADO — Douglas County Sheriff's investigators are urging prosecutors to file felony child abuse charges against the parents of a 15-year-old boy who accidentally shot himself in the face with a homemade gun on Dec. 26. The boy's parents, James John Murphy and Patricia Carol Murphy, both knew about their son Michael's homemade weapon, said Sgt. Attila Denes. The teen-ager remains in serious condition with facial wounds suffered when the gun discharged after he dropped it on a table. Prosecutors say no decision has been made on what charges, if any, will be filed.

State Representative Mary Ellen Epps introduced a bill last month that would create chain-gang road details for state prison inmates.

NEW MEXICO — Steel mats are being implanted to prevent illegal immigrants from burrowing under a fence that the U.S. Border Patrol is installing near Sunland Park. The barrier will be 1.3 miles long and 10 feet high.

OKLAHOMA — Second Lieut. George Green of the Oklahoma Highway Patrol, a 16-year veteran, was promoted last month to 1st lieutenant and named troop commander of the patrol's Tulsa headquarters.

Deputy Don Waters has been named Sheriff in Carter County, succeeding Bill Noland, who announced his resignation in November after five years in office.

The state's prison population increased by a record 1,613 inmates in 1995, reaching a total of 18,605 as of Dec. 31.

TEXAS — The body of 9-year-old Amher Hagerman was found floating face down in an Arlington creek Jan. 18, her throat slashed. Less than a week earlier, the girl had been kidnapped by a man who reportedly dragged her into a pickup truck as she fought and screamed.

A Federal judge last month overturned a contempt order against Jennifer Lenhart, a reporter for The Houston Chronicle, ruling that the Harris County District Attorney's Office had failed to exhaust other means of investigation before ordering Lenhart to divulge confidential sources about a police shooting. The case stemmed from a Sept. 29 article in The Chron-

icle, which quoted two grand jurors who were reportedly angered that a Bellaire police officer was not indicted for killing a teen-ager during an arrest last summer.

Juan Garcia Abrego, the target of an intensive manhunt on both sides of the border, was captured by drug agents in Monterrey, Mexico, Jan. 14 and deported to Houston. Garcia Abrego, a Mexican-born U.S. citizen, allegedly heads a drug cartel that officials say smuggles hundreds of tons of Colombian cocaine into the U.S. each year.

UTAH — Police in Salt Lake City say the number of auto thefts has risen by 80 percent this decade, with half the arrested suspects under the age of 18.



ALASKA — The Equal Rights Commission said last month it has found enough evidence to warrant a hearing on whether the Anchorage Police Department was biased against two blacks seeking promotion.

Police in Anchorage say the arrests of Jose Aguilar, Sotero Aguilar-Almendarez, and Apolinar Aguilar-Almendarez on Jan. 30 destroyed a three-year-old heroin pipeline into the city.

Two state troopers were relieved of their supervisory posts last month pending an investigation of their response to reports of an abandoned car. A couple and their 2-year-old grandson froze to death.

CALIFORNIA — The FBI is investigating the death of an illegal immigrant who ran off a 120-foot cliff in the dark Jan. 20 after being stopped by Federal agents at Otay Lakes Dam about four miles north of the Mexican border. U.S. Attorney Alan Bersin said that smugglers who guide aliens along the such trails were responsible for the death and the injuries to five other illegal immigrants. A Border Patrol agent who went to their aid was also injured.

A state appeals court ruling Jan. 18 on the use of a hand-held alcohol detection machine in a drunken driving case has greatly expanded the potential for its use in determining guilt, a Ventura County prosecutor said last month. The decision of the 2nd District Court of Appeal to allow the Alco-Sensor device's results as evidence to convict Brian Keith Bury was a first in the state. In the past, defense attorneys argued that the device should not be allowed as evidence of guilt since it was only approved by lawmakers as a preliminary screening device.

Nine men and one woman who police say controlled drug trafficking and terrified residents at two South-Central Los Angeles housing projects were arrested by Federal and local law enforcement authorities Jan. 10. The arrests were based on a 12-count drug conspiracy indictment.

The conviction of U.S. District Judge Robert Aguilar on a charge that he

disclosed an FBI wiretap to a gangster was overturned Jan. 25 by a Federal appeals court in San Francisco, which cited a faulty jury instruction. If prosecutors decide to retry the 64-year-old Aguilar, it will be his third trial. The first one ended in a hung jury. A separate conviction on a charge that Aguilar obstructed a grand jury by lying to the FBI was previously overturned by the appeals court.

Los Angeles received nearly 200,000 911 emergency calls in the first nine months of last year — more than any previous full year.

A decision on whether a juvenile curfew in Bakersfield is valid has been tabled by the state Supreme Court Justices want a lower court to rule first.

IDAHO — Nampa police are investigating a group called the Northwest Aryan Alliance for distributing hundreds of white-supremacist fliers.

Four arrests have been made and 15 arrest warrants cleared since the Kootenai County Sheriff's Department produced a new "most wanted" list, officials said Jan. 22.

NEVADA — About half of the 2 million 911 calls Las Vegas operators took last year were non-emergencies, officials say.

The Washoe County Jail was locked down last month for a re-evaluation after one inmate was improperly released and another walked away.

No free ride for minor offenders in Houston

Houston police are finding that a zero-tolerance approach to offenses such as trespassing, public urination, jaywalking and other quality-of-life crimes is having a broad positive impact, contributing to double-digit declines in several crime categories.

"In high-crime areas, it's about the only tool we have," said Police Chief Sam Nuchia, who developed and implemented the zero-tolerance policing plan that began in December. "At some point, you have to go out and do what police do."

And what police have done in at least one area of the city is crack down on minor offenses. In the Greenspoint section of the city, where scores of officers were recently deployed in a 10-day effort, an estimated 10,000 people were stopped by police. The result: 1,015 arrests for about 7,000 offenses.

The idea behind the approach is to combat minor neighborhood ills that tend to breed larger crime problems — before the larger problems gain a foothold. In many instances, those stopped for minor offenses are caught carrying weapons or are discovered to be the subjects of outstanding warrants. The tactic has contributed to sharp decreases in crime in places like New York City, where such an approach is a cornerstone of the Police Department's anti-crime efforts.

Zero-tolerance operations have become a regular part of the Houston Police Department's anti-crime strategy as well. Dozens of officers blanket block after block in the targeted neighborhood and arrest as many minor

OREGON — Four of 14 new Eugene police officers who graduated Jan. 25 will be funded through the Justice Department's Office of Community Oriented Policing Services.

WASHINGTON — Charges of perjury against Pacific Police Department reserve officer Steven Bennest were dismissed with prejudice Jan. 18, one week before Bennest was to go on trial for falsifying his credentials in applying for search warrants to conduct drug raids. Bennest, who was in charge of the controversial "Pacman" narcotics team until it was disbanded, allegedly misled judges about his title on the force, and claimed that he had worked as a full-time Tacoma police officer for five years when three of those years were actually spent as an auxiliary. Pierce County prosecutors said they did not have sufficient proof that Bennest intentionally lied about his police experience and his title as detective.

Truth Anderson, the widow of a man fatally shot by a Seattle police officer last month, says she doesn't believe the officer intentionally shot her husband, but was instead improperly trained and afraid. Edward Anderson, who died from a single gunshot wound to the back of the neck, was being pursued by three officers when he tripped over a wire fence. The officer who shot him, William Edwards, said his Glock semiautomatic had discharged accidentally as he was reholstering the weapon. Tests of the firearm have shown no mechanical malfunction.

offenders as they can. "The goal is to take back the community," Assistant Chief J.L. Dotson told The Boston Globe. "Ninety-nine percent are areas where there are gang-related problems. You have to let the gangs know they don't have carte blanche. You're not targeting regular citizens."

In December, the sweeps netted 129 fugitives on felony charges, according to police, who also say the effort has contributed to reductions in some crime categories. In the first 10 months of 1995, the homicide rate in Houston fell by 17.3 percent from 1994. Robberies were down 9.4 percent, while burglaries have dropped 2.4 percent.

The zero-tolerance approach is only part of the picture. Storefront police stations spread throughout the city remain a visual reminder of the agency's longstanding commitment to community policing. Police organize and run youth sports leagues, including the largest youth soccer league in the nation, and are participating in a massive urban park renewal program.

"We try to have a balanced approach," said Kimbra K. Ogg, who directs Mayor Bob Lanier's anti-gang program. "When you raise the stakes, you have to provide an alternative and say, 'How about doing this instead?'"

Nuchia said a few complaints have been received about the aggressive strategy, which some citizens say penalizes minorities. The Chief rejects that argument. "I don't see it as discrimination against a race," he said. "It's discrimination against people who don't want to obey the law."

Foot bawl

A New York City police sergeant recently lost out on a potential \$1-million payday, but he can't kick. In fact, it's because he can't kick that Mike Volino didn't take home the million.

All Volino had to do to earn the money was to boot a 35-yard field goal during half-time festivities at the National Football League's Pro Bowl in Honolulu on Feb. 4.

It turned out to be easier said than done for the 35-year-old Levittown, N.Y., resident, who is assigned to the NYPD's 103rd Precinct in Queens. Volino readily admitted prior to his big moment that his leg hurt from repeated practice kicks, as well as from the lingering effects of injuries suffered in a car accident last June. That may help to explain why his million-dollar attempt hit the turf at the 3-yard line, well short of the goalposts.

Volino didn't walk away mad — or empty-handed — following the squibbed kick before a crowd of 50,000, plus an estimated 10 million more watching on TV at home. He earned a \$5,000 consolation prize for his efforts, as well as the free six-day trip to Hawaii. "I'm not disappointed," said Volino. "This trip has been absolutely fantastic."

Volino wasn't the one who sent in the candy wrapper that entered him in the Hershey's Million Dollar Kick Sweepstakes — his wife, Rosina, a correction officer, did. In fact, Volino wasn't even a football fan and had never even played the game, much less kicked a field goal. Still, the 12-year NYPD veteran gave it his all, practicing under the tutelage of Ken Rose, the special-teams coach for the New York Jets, before jetting off to Hawaii.

"Since I hadn't gotten to practice that much, I guess I was hoping for a miracle," Volino said. "Actually, it wasn't too bad until I got out there and heard the roar of the crowd. As soon as they started stomping their feet and yelling, it took my mind off what I was doing."

The crowd roared its support when Volino strode onto the field, then let out a resounding Bronx cheer when he failed to clear the goalpost. "It didn't

bother me," he said. "I'm from New York. Ya gotta expect that."

Volino said he expects more ribbing when he returns to duty. "I'm sure I'm going to hear about it from the guys in the precinct," he said, adding that he had given little thought to what he would do if he had actually succeeded and won the million.

Volino came up a winner in another way. His decision to go to Hawaii had almost put his police lieutenant's test in jeopardy, but the department granted him an extension so he could go for the big kick. "My mom Federal Express my study materials out here a few days ago, and I'll be reading it on the plane ride home," he said. "I'm through with football."

Santa Fe fadeout

Just a few months ago, embattled Santa Fe, N.M., Police Chief Don Grady 2nd said he would not be intimidated out of office because of a dispute with the local police union, which had been trying to force his ouster.

But on Feb. 8, Grady had apparently had enough, and submitted his resignation to Mayor Debbie Jaramill.

Grady, the first black man to be police chief in Santa Fe, said he thought his resignation was in the best interests of the community, which had divided along racial lines regarding his administration. Grady did not say what he planned to do next.

Grady is a 42-year-old Wisconsin native who became that state's first black police chief when he was appointed to lead the Bloomer Police Department in 1994 with a mandate to overhaul the department. During his term as Bloomer's police chief, Grady created a stir by issuing 285 tickets — including one to himself — for violations of a snow-shoveling ordinance.

Controversy followed him to Santa Fe, where, shortly after taking office, Grady began a series of changes that rankled its predominantly Latino rank and file. The Chief reorganized the agency, instituted longer shifts and ended the practice of accepting free cups of coffee on the job and banned smoking in patrol cars. He gained nationwide attention when he forbade officers from sporting bolo ties, the

The king of the gun permit

Small-town California chief hailed by gun owners

Gun-rights advocates view Police Chief Eugene Byrd of Isleton, Calif., as a folk hero and staunch defender of the Second Amendment. His detractors accuse him of promoting a "Wild West mentality" because of what they call his reckless willingness to issue concealed weapons permits.

The 57-year-old Byrd, who has been Police Chief of the tiny, economically depressed town of 833 residents since 1982, has been embroiled for over a year in a running battle with state Attorney General Dan Lungren over his largesse when it comes to approving gun permits.

At issue are the 500 concealed-weapons permits Byrd granted last year, which, at a cost of \$500 each, brought a financial windfall to the town. In September, a Sacramento County grand jury recommended that the town, located about 45 miles south of Sacramento, disincorporate itself and let the county take over because it was no longer able to manage its own affairs.

Byrd collected nearly \$50,000 in permit fees during the last fiscal year. The City Council increased his budget by 80 percent this year after the Chief predicted gun-permit revenue would reach \$176,000.

The number of permits approved

by Byrd dwarfs the figures in Los Angeles, where officials issued just 41 concealed-weapons permits in 1995, and in Sacramento County, where 48 were approved.

Lungren has twice put a freeze on Isleton's right to issue weapons permits. The first occurred in January 1995, after Lungren accused Byrd of abusing his authority by issuing permits to people who did not live in the county and conducting lax background checks. The freeze was lifted when the Attorney General's office said Byrd promised to be more thorough.

Then in October, Lungren again froze Isleton's permit applications, saying the town charged too much. Lungren said officials could charge only \$3 unless voters approved a higher fee. After a group of Byrd supporters went to court to force the Attorney General's office to process Isleton's applications, Lungren last month agreed to resume processing the applications — but only if the town cut the fee to \$3.

Higher fees, the Attorney General wrote to town officials, "will not only subject the City of Isleton to possible liability for those excessive fees, but may also constitute a public offense." He gave similar warnings to other jurisdictions charging \$100 or more for permits.

The dispute has placed Byrd, who sees himself as an advocate of the right

to self-defense, in the center of the ongoing debate over gun control. "I still don't know that they've taken the Second Amendment away," he told The New York Times recently. "These people are being hurt out there. They're being robbed, raped, beaten. These people don't want guns just to shoot people, but to at least have a halfway chance to protect themselves."

Sandy Cooney, the western regional director of Handgun Control Inc., doesn't quite see it Byrd's way. "Byrd has created in Isleton a complete Wild West mentality. It makes absolutely no sense to reduce gun violence by arming more people."

Byrd will be honored Feb. 17 as outstanding police officer of the year by the 65,000-member California Rifle and Pistol Association. "He has been doing an awful lot of work," said Jim Erdman, the group's executive director. "Society is safer when criminals don't know who is armed."

Byrd said his stance on guns has kept the town relatively free of crime. Only two muggings and four house burglaries were reported to his department last year, which has one other officer and two second-hand police cars. "We don't have any bars on our windows. Our women don't get raped," he said.

string ties with decorative clasps that are popular in the West, while on duty.

Spearheading an effort to force Grady out was the 117-member Santa Fe Police Officers Union, whose leaders railed against Grady's policies and painted him as an outsider. The dispute culminated in a citywide petition drive and a 103-5 vote of no confidence from officers. But Grady hung on, maintaining that the criticism directed against him was motivated at least in part by race. He continued to enjoy the support of the Mayor and City Manager Ike Pino, even as five of the City Council's eight members considered dismissing him. [LEN, Dec. 15, 1995.]

To replace Grady, the Mayor named her brother-in-law, Carlos Jaramillo, who brings his own brand of controversy to the job. In 1979, Gov. Bruce King ousted Jaramillo as director of the Alcoholic Beverage Control Department, a post he had held for eight years. Jaramillo had been criticized for issuing a liquor license to a business partner who allegedly gave Jaramillo over \$12,000 in loans and gifts.

FBI first

FBI Director Louis Freeh broke new ground Jan. 29 when he appointed a nationally known New York police chief to be deputy assistant director in charge of the bureau's huge Criminal Justice Information Services Division.

The selection of Ithaca Police Chief Harlin R. McEwen, 58, is said to mark the first time in FBI history that a local police chief will assume a leadership role at the division, which col-

lects, coordinates and disseminates criminal histories, fingerprint records and other information.

Freeh said McEwen "is exceptionally well-qualified in an area that is fundamental to effective law enforcement and public safety across the country. His long and respected experience at the state and local level will bring a critically needed perspective to national criminal justice information programs that are undergoing unprecedented technological change."

In his new post, McEwen will oversee several modernization projects including NCIC 2000, the integrated Automated Fingerprint Identification System and the National Incident-Based Reporting System. McEwen, who will be based in Washington, D.C., is scheduled to begin his duties Feb. 20.

McEwen said he'll serve as a sort of troubleshooter as the division undergoes sweeping changes, including the transfer of some of its functions to a new facility in Clarksburg, W.Va. "The Director has indicated that he reached out to me because he wanted somebody who understood the needs of users and who could bring to the bureau experience both as an administrator and as a user," McEwen told LEN.

McEwen has led the 74-officer Ithaca Police Department since 1988, when he was brought in to modernize the agency. "I'm leaving things in good shape here, and I'm very happy with what I've been able to accomplish during my tenure," he said.

McEwen also served as chief of the Cayuga Heights, N.Y., Police Department, and as director of the New York State Bureau for Municipal Police.

Deputy Chief David P. Barnes, a 27-year veteran of the Ithaca police, has been named acting chief.

Peel appeal

Peel, Ontario, Regional Police Chief Robert F. Lunney has been one of the bright lights in Canadian law enforcement for many years, and now the International Association of Chiefs of Police is sitting up and taking notice.

Lunney, a past president of the Canadian Association of Chiefs of Police, was chosen Feb. 15 as his nation's representative on the IACP Executive Committee. The appointment is effective immediately, said IACP president David Walchak.

The appointment is just the latest in a series of professional achievements for Lunney, who last year became the first Canadian to receive the Police Executive Research Forum's Leadership Award, which recognizes police officials for innovative practices.

Lunney, who has served as Peel police chief since 1990, has played a key role in the accreditation of five police agencies, including those in Peel, Edmonion, and Winnipeg.

Lunney retired from the Royal Canadian Mounted Police in 1974 at the rank of superintendent. He served as Edmonton's police chief from 1974 to 1987, then moved on to become Winnipeg's Commissioner of Protection, Parks and Culture, serving in that position until 1990.

Under Lunney's leadership, the Peel Regional Police was recognized by the National Quality Institute at its annual Awards for Excellence competition, and received the Webber Seavey Award for Quality in Law Enforcement, presented by the IACP and Motorola.

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Father finds new meaning in a son's life cut short

Officer's violent death at 24 becomes spark for police-protection effort

Omaha had never really seen anything like it — a 12-mile-long procession of hundreds of marked and unmarked patrol cars representing police agencies nationwide, all to honor a young police officer who was gunned down in cold blood, allegedly by an 18-year-old gang member.

To the father of James Wilson Jr., whose bullet-ridden body was found still strapped in his cruiser last Aug. 20, it was an affirmation of the high esteem in which police officers are held by Omaha residents — and by the nation at large.

"I'd seen two other police officers killed in the line of duty during my tenure, but I had never seen a funeral that big," said James Wilson Sr., a straight-talking former homicide detective who retired from the Omaha PD last July after a 28-year career. "There were 285 marked cars and 180 unmarked vehicles. The procession went on for 12 miles, and people lined that procession arm in arm in 90-degree weather. It was really something for a 24-year-old kid."

The show of support bolstered the senior Wilson in his time of grief, and since then, he has channeled despair into positive action by establishing a foundation that bears his son's name. The primary purpose of the James B. Wilson Jr. Foundation "is to raise funds to improve officers' personal safety," Wilson, who serves as president of the organization, told Law Enforcement News recently.

In December, the foundation held a three-hour telethon that raised \$300,000 in pledges — making it eligible for another \$300,000 in matching funds. "That was unheard of, just astronomical," said Wilson of the effort. "Those phones kept ringing. They never stopped."

The foundation's slogan — "protect your protectors" — is apparently striking a chord in a public that Wilson says has long taken police protection for granted. A compelling speaker who has met with U.S. senators and President Clinton since his son's death, Wilson said he often grabs the attention of his audience simply by letting them know how officers put their lives on the line every day to protect the public — using his son's death as a graphic example of police sacrifice.

"If you're in an environment where a young person



James B. Wilson Jr.
Safety of officers becomes his legacy

reaches a level of violence that he will get out of a car and take an AK-47 to an officer sitting fully dressed in a uniform in a marked car with red lights going — and just sprays him with bullets — what do you think your life is worth out there? That's something that makes people think."

The foundation now has nearly \$800,000, which it has begun using to purchase a variety of safety equipment for officers. It has funded 20 in-car video systems for the Omaha Police Department — out of a goal of 100 — and has disbursed monies to other Nebraska agencies to purchase the equipment. But

Wilson said he's not satisfied with stopping there.

"We received so much money from all over the country, we feel an obligation to spread this thing out so we can help agencies in neighboring states and beyond," he said. "I would love to see this thing go on throughout the country."

James Wilson Jr. was a third-generation Omaha police officer, following in the steps of his father and his grandfather, Walter, who was a 31-year veteran of the agency. "He was the only true third-generation officer we could find in the archives of the Omaha Police Department," said James Sr.

A graduate of Creighton University, James Jr. joined the Police Department in April 1994. Because of his familial ties to the Omaha Police Department, "it was a big deal [in the local media] when Jimmy came through the academy," his father said.

On Aug. 20, Wilson was on routine patrol when he stopped a van with improperly displayed license plates. One of the passengers — whose ages ranged from 14 to 20 — got out of the vehicle, and without a word, riddled Wilson's cruiser with bullets from a semiautomatic assault rifle. "He was still strapped into the car and still had the microphone [of the police radio] in his hand," the officer's father recalled.

The accused killer, Kevin Allen, goes on trial on first-degree murder and weapons charges beginning Feb. 29. During those proceedings, Wilson said, the fundraising campaign will continue but at a lower profile "because we don't want to do anything to hamper this case."

Wilson's hope, regardless of how the criminal case turns out, is that his son's memory will live on through the foundation.

"It's remarkable how the community came together after Jimmy was killed," he said. "My idea of the human race was getting kind of shallow, having been involved in probably over 450 homicides in my 12 years as a detective. But let me tell you that if somebody today ever tried to tell me that this town or this state doesn't care about its law enforcement people, I'd tell them to drink their bathwater because they certainly do — and it's quite evident in the way they rallied like they did."

Maybe Hoover was right: FBI doesn't belong in drug cases

DoJ audit finds many give bureau poor reviews

Justice Department officials are said to be rethinking the FBI's role in narcotics investigations following a two-year audit in which the agency received "the lowest rating" from Federal prosecutors and investigators affiliated with anti-drug task forces.

But the low ratings have reportedly incurred the wrath of FBI Director Louis Freeh, who is said to be continuing an effort to dismantle the network of regional task forces.

The findings come more than two years after a vice presidential commission recommended that the FBI's role in narcotics investigations be broadened, possibly by merging the Drug Enforcement Administration into the bureau. The recommendation prompted a Justice Department review of the FBI's record on drug cases, which uncovered a lackluster performance.

The review found that on a per-agent basis, DEA agents made five times as many wiretaps, made four times as many arrests and obtained six times as many convictions as their FBI counterparts.

The findings spurred some Justice Department officials to urge that the FBI's narcotics agents be transferred to DEA. But instead, Attorney General Janet Reno retained the bureau's role, and in November 1993, she created the Office of Investigative Agency Policies. Headed by the FBI Director, OIAP oversees the \$6 billion spent by the Federal Government each year to fight

domestic drug trafficking.

Last September, the Justice Department's Office of Inspector General issued findings from a two-year audit in which it interviewed 119 Federal prosecutors and investigators affiliated with the 13 Organized Crime Drug Enforcement Task Forces. The FBI's effort did not receive high marks from OIG officials, according to The Washington Post, which obtained copies of the documents.

"The FBI received the lowest rating," said the I-G's audit. "The FBI was the focus of the most complaints from Task Force members [who] cited problems with exchanging intelligence information, operational control and strained relationships with other Federal and local agencies."

The Justice Department's Criminal Division defended the bureau, noting that the establishment of the new policy office had resulted in improvements, particularly in intelligence-sharing. But when the division sent out its own evaluation team, which included an FBI representative, it reached conclusions similar to those of the Inspector General's audit.

Asked about the criticisms, the FBI's public affairs office issued a statement that said: "It's abundantly clear that new and innovative approaches to combating illegal drugs must be developed. How best to do that is under discussion. Every option must be explored."

The Post reported that Freeh is continuing his efforts to abolish the OCEDEF, a \$374-million-a-year network formed in 1982 that includes about 4,000 Federal agents and prosecutors. OCEDEF funds provide reimbursement for salaries of Federal investigators assigned to task force cases.

OCEDEF also was conceived as a way of putting together a more unified approach to the drug war, bringing in state and local law enforcement officers to work cases alongside Federal agents. Agencies who provide investigators to OCEDEF are reimbursed for overtime costs. Last year, at least 6,000 state and local detectives were authorized to work under the program.

Freeh has called for turning over OCEDEF funds to the participating agencies, arguing that agencies work together well enough without additional oversight. But other Federal officials, including those at the Justice Department's Criminal Division, have rallied in support of OCEDEF. "Without OCEDEF, the current level of cooperation would not exist," DoJ evaluators said in their analysis of the FBI role in narcotics investigations.

In a recent speech, Reno praised the OCEDEF program as "extremely effective in mustering law enforcement."

The Office of National Drug Control Policy, in its 1995 strategy report, said the task force has been instrumental in tackling hard-to-crack, high-level trafficking rings.

Closer ties eyed for college-educated cops through new organization

A new professional organization geared to law enforcement officers with four-year college degrees will serve as a vehicle to push for tighter educational standards in the profession, according to one of its founders, Patrick V. Murphy.

Murphy, the director of the Police Policy Board for the U.S. Conference of Mayors, announced the formation of the American Police Association this month with Lou Mayo, a former National Institute of Justice official who is Murphy's longtime partner in the Alexandria, Va., consulting firm of Murphy, Mayo & Associates. "As far as we know, this would be the first national group for college-educated officers," said Murphy.

"We've been talking about this for some time now and we decided to take the initiative and register the name," Murphy told Law Enforcement News.

Murphy, who served as president of the Police Foundation for 10 years, said the APA will have a wide-ranging agenda aimed at increasing educational requirements for police officers, with the ultimate goal of making four-year degrees the norm and not the exception in the law enforcement profession.

According to a statement issued by the APA, other goals will include: facilitating police professionalization "to exert a strong influence on the ethics of every agency and practitioner"; upgrading the vocation of police officer "to attract highly qualified candidates"; developing improved personnel and performance standards

in every state; supporting increased career mobility and personnel exchanges; facilitating a "buildup of research and evaluation of untested but accepted methods"; "encouraging a more collegial, less authoritarian environment" in police agencies, and providing a leadership role in public education and policy development.

Murphy said the first year of the group's existence will be devoted to attracting founding members and setting up regional chapters throughout the United States. A national organizing meeting is planned in about a year, during which the group's board, constitution and bylaws will be formed and adopted.

Funding will be sought to allow the association to "conduct research... and facilitate other professional activities," according to the statement. The association will also publish a newsletter "to permit a full discussion and exchange of ideas."

Calls for increased educational requirements for police officers are by no means new, and Murphy has been an advocate of the idea throughout his nearly 50-year career. Noting that the 1967 President's Crime Commission recommended that every police officer have a college degree as soon as it was feasible, Murphy said that currently only about 20 percent of all officers hold four-year degrees.

[For more information, contact: The American Police Association, 5200 Leeward Lane, Suite 101, Alexandria, VA 22315. Telephone: (703) 971-7935.]

State-of-the-art centralized booking comes to Baltimore

Once a few kinks are worked out, Baltimore's high-tech, \$54.2-million Central Booking and Intake Center is expected to free up for street patrol about 100-150 police officers who currently perform booking duties.

The facility, which is administered by the Maryland Department of Public Safety and Correctional Services, can hold more than 800 inmates and will process up to 75,000 arrestees a year. The five-story structure, which is about as long as two football fields, also includes state-of-the-art, computerized systems that are expected to help drastically reduce the time officers spend on the arrest and booking process. Among them:

- ¶ Electronic fingerprint scans that allows suspects whose fingerprints are on file to be identified in minutes as opposed to days or weeks under the old ink-pad method.

- ¶ A computerized arrest booking system developed by IBM that is linked to a centralized data base and provides a finished report in 45 minutes. The system, which replaces or augments reports completed by four different jurisdictions, is said by officials to be a first in the United States. Eventually, it will also give every jurisdiction in the state easy access to criminal information.

- ¶ Bar-code technology that enables correctional officials to keep track of inmates and

reduces the chances of escape from the facility. The system will expedite booking, identifying and fingerprinting by identifying which area of the facility is least busy, directing the booking officer to take the prisoner there.

- ¶ An interactive video system that allows judges to hear bail reviews electronically, eliminating the need to transport thousands of prisoners to court.

- ¶ Videotaped mugshots that can be easily transmitted to other jurisdictions.

- ¶ A pneumatic locking system that can lock and unlock doors from a centralized control room five floors below the cell area. The system solves the problem of how to securely lock in prisoners without requiring officers to carry release keys.

While much of the technology has been available for some time, Assistant Warden Michael H. Waudby said the facility represents the "first time all of it's under one roof."

Currently, two of nine Baltimore police districts are wired to the booking center, which opened in November, said Waudby, a former Baltimore police captain who retired after 23 years of service. A third district was expected to be linked to the center by late February, said Maj. Jeffrey Rosen of the BPD's Central Records Division, and all are expected to be on line in April.

Despite minor "glitches," Waudby said the booking facility, located on the center's second floor, has allowed the booking and identification of suspects in less than 2-1/2 hours — about one-third the time it formerly took to complete the process.

"It has cut down on processing time in some cases," added Rosen. "But it's a series of new systems and there are going to be birth pains" which is why the center is being linked to police districts on a staggered basis.

"Ultimately, we anticipate having more officers on the street for a couple of reasons — one is that we'll be able to put officers who were previously involved in the booking process and put them into positions of direct service. The second aspect is that trimming down processing time will mean more officer hours are spent on the street rather than at the booking facility," Rosen told Law Enforcement News.

Rosen added that police officials are still trying to delineate their departmental needs versus those of the corrections agency. "They're not always the same," he noted. "Their interest is to move prisoners in and out as quickly as possible. And being their biggest customer by far, our interest is to maintain the same level of data — arrest, criminal history and demographics — that we had when we controlled the function ourselves."

At left, the layout of the second floor of Baltimore's new state-of-the-art Central Booking and Intake Center.

Policing-oriented community helps bring LAPD substation to life

A soon-to-open Los Angeles police substation that has been funded by contributions from the city's Korean-American community is seen by some observers as a boon to a police agency struggling with personnel and cash flow problems.

The facility, located in the city's West Adams district, is believed to be the only large-scale public safety project funded entirely by community donations. Police officials say it will ease the crowding at the Wilshire Division's headquarters, where some officers are forced to work out of trailers. Over \$400,000 in contributions raised so far will be used to transform a boarded-up former bank building into a state-of-the-art police facility to which about 30 officers will be assigned.

The project has united black and Korean groups who in the past have found themselves at loggerheads. Both Mayor Richard Riordan and Police Chief Willie L. Williams support the plan, and the project's backers have pledged to maintain their commitment by raising an additional \$1.5 million to pay for the substation's upkeep once it opens sometime this year.

The project also appears to be raising some ethical questions about the use of private donations to fund an expansion of police services. The Los Angeles Times reported that one of the project's largest donors has been cited for thousands of labor-law violations and another faces the suspension of his nightclub license stemming from shootings and illegal liquor sales to minors at his bar.

The largest individual donor is Richard Rhee, who owns a chain of supermarkets in the city's Koreatown section. Rhee, who has donated \$20,000 to the project, also has been cited for nearly 6,000 violations of state labor laws at his markets. If convicted, Rhee could face up to six years in prison.

Bar owner Johnny Koo, meanwhile, is waiting to find out whether the Los Angeles Police Commission will suspend his nightclub permit. Koo, who donated \$750 for office equipment for the substation, has been cited for 16 violations, including two involving the sale of liquor to a teen-ager.

Organizers of the project told The Times that they were unaware of the pair's legal problems, saying they did not check donors' backgrounds. Yohngsohk Choe, director of the project, said he didn't think the two cases were problematic because donations didn't go directly to the LAPD. Background checks, he said, might discourage others from participating in the project.

That opinion was echoed by Capt. John P. Mutz, commanding officer of the LAPD's Wilshire Division. "If there's a question of a conflict of interest it ought to be addressed by the board," he said. "The donations aren't controlled by the LAPD."

But a co-director of the fundraising campaign said background checks should be considered. "Clearly, there's an appearance of

conflict if a donor has outstanding issues that impact the LAPD or law enforcement," said Paul C. Hudson, president of Broadway Federal Savings and Loan. "If it had been brought to my attention, I would say you'd have to make an effort to screen your donors."

Others said they had more generalized problems with the notion of using private donations to fund police services. "I don't think the community should have to raise the money," said Roy Hong, a Koreatown labor organizer. "If anything, Koreans who bore the brunt of the damage during the riots should demand better service from the police and the city. It sets a dangerous precedent that when the community wants something as basic as police, it has to raise money."

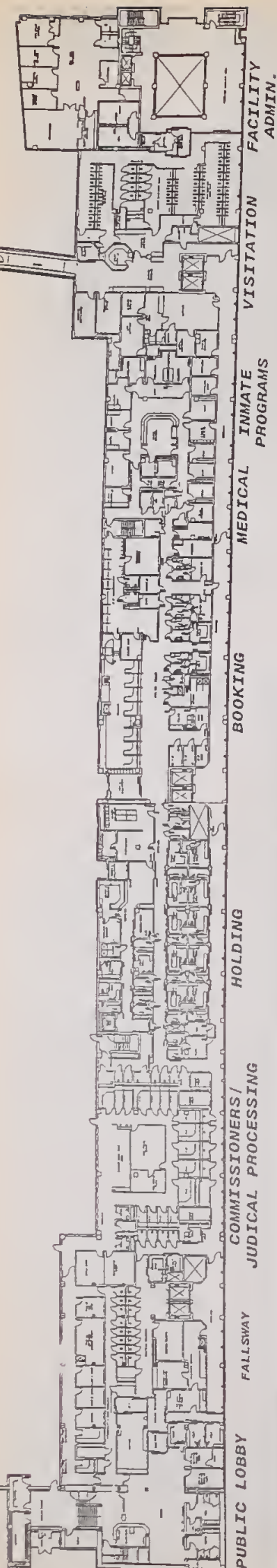
Bur Captain Mutz pointed out that the Police Department can no longer depend on voters' largesse to fully fund its operations. "If we decide that the only way we'll fund a station is if the city funds it through a bond issue, nothing goes forward, nothing gets done," he said, adding that there is little risk of police service being biased by donations because the funds are handled by a private, non-profit fundraising group.

The building project traces its roots to the 1992 merger of the Security Pacific Bank with the Bank of America. The following year, Bank of America agreed to donate a former Security Pacific branch, located a mile south of Koreatown, to the Police Department for use as a substation. In 1994, the Koreatown Public Safety Association was formed to raise funds to renovate the property and transform it to a police facility.

Korean churches, businesses and residents heeded appeals made by Korean-language media outlets, quickly raising hundreds of thousands of dollars for the project. The Oriental Mission Church alone raised \$100,000. The Hollywood Park racetrack contributed \$20,000. Previously, its owners had pledged to donate a site for a new Inglewood police headquarters in exchange for a deal allowing them to build a card club in the city.

The substation, once it is completed, will serve as a base for foot and bicycle patrol officers, the Wilshire Division's Koreatown Task Force, and senior lead officers who supervise neighborhood policing efforts. The facility will also host meetings of neighborhood associations and community groups.

Supporters say the project has drawn the area's diverse ethnic groups closer together in a common cause that can only improve relations. Late last year, organizers changed the name of the fundraising organization to the Koreatown-West Adams Public Safety Association to better reflect the project's partnership aspect. "It's not just about a building," said George Richter, a director of the effort. "It's about people working together and building a community."



The bells are ringing, as NYC finally gets E-911

New York City residents who have been paying a 35-cent surcharge on their phone bills for the past five years are finally getting what they've paid for: an enhanced 911 emergency dispatch system that was unveiled by city officials last month.

Officials touted the digital, state-of-the-art system as a marked improvement in the handling of emergency calls, saying it provides clearer communication between callers, operators and responding public safety agencies. It will also reduce processing time for calls and, perhaps most important, will allow dispatchers to identify where the calls are coming from. The latter feature is crucial in emergency situations where callers cannot readily identify their locations.

"Our city's enhanced 911 system will further our commitment to ensure the public safety of all New Yorkers by improving our emergency communications systems — a system in which every second counts," said Mayor Rudolph W. Giuliani at an unveiling ceremony at the system's headquarters in the MetroTech Complex in downtown Brooklyn on Jan. 30.

"This new system will not only reduce the processing time for calls made to 911, but will also automatically provide dispatchers with the location of 911 callers, helping to ensure a more rapid response to fire and other emergencies phoned to 911 by children, the elderly, the deaf and others who might not be able to tell the 911 dispatcher where they are," added the Mayor, who appeared at the ceremony with Police Commissioner William J. Bratton and other officials.

The ceremony marked the expansion of the service to each of the city's five boroughs. E-911 began operations in Staten Island on Dec. 18, and expanded borough-by-borough until Manhattan went on line Jan. 22.

All emergency calls will flow through the local telephone network run by NYNEX into two high-speed digital telephone switches, which the telephone company has modified with special software. The switches then route these calls — along with the caller's telephone number and address — to the system's headquarters in Brooklyn. The system simultaneously taps into a NYNEX data base contain-



New York Mayor Rudolph Giuliani test-drives one of the stations that make up the city's newly on-line enhanced 911 dispatch system, as Police Commissioner William Bratton (r.) looks on. (Photo: Edward Reed)

ing the location of every telephone number in the city. Once the caller's telephone number is obtained, the system then transmits the number to a 911 operator's computer screen within a fraction of a second after the initial call.

The system, believed to be the large-

est of its kind in the world, uses over 1,600 trunk lines in the NYNEX network that are dedicated to transmitting 911 calls. Last year, New York City 911 operators handled over 10 million calls — 3 million more than Los Angeles and 6 million more than Chicago.

Giuliani said a second E-911 center that will serve as a fail-safe, backup system will go on line in 1998. Until then, the Communications Center at Police Headquarters in downtown Manhattan will carry out that function, he said.

The way you do the things you do:

Massive retraining effort due for DC cops

It's back to the academy for nearly 3,000 Washington, D.C., police officers, following the announcement by Police Chief Larry Soulsby last month that he is initiating an unprecedented "massive training effort" to improve officers' conduct, along with their knowledge of the law and firearms proficiency.

Soulsby said Jan. 3 that 25-30 officers at a time would be transferred from their current assignments to the academy for 80 hours of classes. Ultimately, 2,700 patrol officers — about three-quarters of the force — will go through the training program, he said.

The program will affect sergeants as well as line officers, the Chief said. While the announcement was greeted with grumbling from the ranks, Soulsby said the current state of the beleaguered agency left him with few, if any, alternatives.

"I've got to do it. I have no choice," Soulsby told *The Washington Post*. "We have a large number of officers and sergeants who need to receive more training. When I listen to the citizen complaints, when I review police reports, when I go to crime scenes and when I look at the department, I know I need to do additional training."

Soulsby said he is specifically concerned by the manner in which officers treat the public and each other. As a result, sensitivity and diversity classes will be emphasized, along with firearms skills and police procedure courses. "A lot of officers are very good, and they want to do the right thing, but they need to be provided some basic training," the Chief said. "I'm doing this to get a more professional department."

Under the plan, groups of officers assigned to specific sectors within a district will be sent to the academy for training. While officers are attending classes, a replacement team of more

experienced officers from other districts will handle their duties.

Training — or the lack of it — has been a controversial subject for the Metropolitan Police Department in recent years. Under pressure from Congress, the department rushed nearly new 1,500 officers into service during 1989-90 by skimping on training, background checks and field supervision for rookies. Since then, the department has paid dearly for the hiring binge: By 1994, officers brought on the force in those years accounted for more than half of those arrested on criminal charges, over half of those charged with departmental violations and half of the officers on a list of questionable witnesses compiled by the U.S. Attorney's Office, which prosecutes cases in the District.

The agency also has been plagued recently by a mass exodus of experienced officers following a forced pay cut last year that affected all members of the 3,375-officer agency, including the chief. One in seven officers — including experienced supervisors and promising young officers — either retired or left the department for other jobs offering better pay and benefits, in what observers said was the largest one-year loss of officers in memory.

Adding to the department's problems, in the past year, two officers have been shot in "friendly fire" incidents that left one dead and another critically injured. In both cases, their colleagues mistook the officers for criminals. Part of the blame for the accidental shootings was laid on a firearms recertification requirement that has been lax at best.

Officers were supposed to be recertified twice a year in the use of their police-issued handguns, but the requirement was rarely enforced. The situation became so frustrating for former Chief Fred Thomas, whom

Soulsby succeeded late last year, that in 1994, he threatened to set a "drop-dead" date by which officers would have to comply or face the confiscation of their weapons.

U.S. Attorney Eric H. Holder Jr. hailed Soulsby's decision, saying, "Based on our own experience with some of the younger officers, it is clear that a retraining effort is needed. Chief Soulsby has guts for recognizing this problem and doing something about it."

Officers and union officials don't quite see it that way. They questioned the need for increased training amid fiscal austerity measures that have led to shortages of equipment and other resources, while at the same time raising officers' frustrations and lowering their morale. "It's a slap in the face to say we're not trained," said Officer John Holland, a seven-year veteran assigned to the 5th District. "We're trained. We know how to do our job. We just need the proper tools. We don't have enough cars."

Union official J.C. Stamps said the District needs to provide adequate pay and improved working conditions. "They're asking us to be more professional, but they're not paying or treating us as such," he told *The Post*.

In a commentary that appeared in *The Post* on Jan. 28, Christopher Archer, a 3rd District officer who joined the force in what he called the "now infamous class of 1989," questioned the need for the program.

"Something tells me this is a politically expedient way to polish the department's tarnished veneer without concern for what lies beneath," he wrote. "The real issue is the quality of individuals whom the city hired during a rash to increase the size of the police force six years ago."

Archer went on to assert, "Until we rid ourselves of those who never should

have been hired, the performance of the police force won't improve."

Insp. Rodney D. Monroe, who heads the agency's Special Operations Division, said training in recent years was "piecemeal," but said Soulsby's program might just turn things around. "You can get a lot more out of training 25 officers at once, rather than two or three," he said. "They're learning the same thing together at the same time."

When just two or three are trained, it just gets totally lost, and the other officers can't reinforce the lessons."

And the effort should also foster a much-needed improvement in the department's relations with the public, said Monroe, who added that rudeness is the biggest complaint he receives about officers. "We need to stress how you can accomplish much more without being abrupt and demeaning."

DIRECTOR OF SAFETY (Salary dependent on qualifications)

The City of Cincinnati is accepting applications for the position of Director of Safety. Under the general direction of the City Manager, this position has the responsibility and authority to provide policy and executive leadership in matters related to the Fire Division, Police Division, and the Telecommunications Division for the Safety Department. This employee is a principal administrative officer of the City, and an unclassified employee serving at the pleasure of the City Manager.

This position is responsible for setting the organizational goals and objectives for the Fire, Police and Telecommunications Divisions; establishes criteria to measure and determine the effectiveness of these divisions; and makes operational and personnel decisions with advice and counsel from the Fire Chief, Police Chief, and/or the City Manager. This position is responsible for setting budget priorities and overseeing the Safety Department budget (approximately \$112 million, of which \$111 million is operating, \$1 million is capital). There is substantial public contact in this position with regard to meeting with representatives of community organizations and the general public concerning matters of public safety.

Applicants must have significant progressively responsible senior management experience in a municipality of 300,000 or more people, managing in public administration, preferably with experience managing sworn police and fire personnel. A bachelor's degree in public administration, business administration, management, criminal justice or a related field is required. Possession of an advanced degree in the areas listed above, or a law degree, is desirable.

City of Cincinnati residency is required for this position within 180 days of the appointment.

All qualified applicants will receive consideration without regard to race, religion, color, sex, national or ethnic origin, age, handicap, or Vietnam military service.

Interested applicants must send a résumé outlining their experience and qualifications to: Mr. Hubert Williams, President, Police Foundation, 1001 22nd Street, N.W., Washington, DC 20037, no later than April 30, 1996.

NIJ's latest police research grants:

The following are grants and contracts awarded by the National Institute of Justice as of Sept. 30, 1995, pursuant to a policing research and evaluation solicitation issued by NIJ in late spring of last year.

Phase I EVALUATION: NATIONAL

Process Evaluation of Title I of the 1994 Crime Act
Applicant: The Urban Institute. (Principal Investigator: Jeffrey Roth.) \$2,449,416.

Summary and analysis of implementation plans for COPS Office awards, including examination of data to compare grantee and non-grantee characteristics, survey of 1,800 police executives to gauge their assessment of organizational readiness for community policing, 60 site visits, and 16 case studies.

EVALUATION: OTHER

Evaluation of the Dallas Police Department's Interactive Community Policing Program
University of Texas-Arlington (Charles Mindel). \$254,671.

Examination of the implementation of community policing at the Dallas Police Department, whose "interactive" approach refers to the interaction between police and the community to determine needs and to design and implement solutions to crime and neighborhood problems.

The Two-Stage Model of Change: Madison Police Department
Police Executive Research Forum (Mary Ann Wycoff). \$391,464.

Evaluation of the Madison, Wis., Police Department's efforts to implement Stage II of a two-stage community policing model, which focuses on external changes in interacting with the community. Stage I, evaluated in a previous NIJ study, focused on internal department changes to prepare for community policing.

Evaluation of Community Policing in Two Medium-Sized Cities

University of Illinois (Dennis Rosenbaum). \$675,554.

A comprehensive assessment of long-term organizational efforts to implement community policing on a citywide basis in Joliet and Aurora, Ill., and efforts to reduce violence and fear in and around schools in those cities.

Evaluation of Community Policing in Tempe, Ariz.
Institute for Law and Justice (Thomas McEwen). \$249,098.

A continuation grant to examine how the Tempe Police Department has revised its community policing model and sustained its commitment to community policing.

Scanning for Innovation

National League of Cities (Renee Winsky). \$273,451.

The project will scan existing community policing and problem-solving innovations and practices nationwide, to identify exemplary programs, practices and procedures by means of a competitive Award for Excellence in Policing.

ORGANIZATION & MANAGEMENT

Stage Model of Community Policing

Seattle Police Department (Dan Fleissner). \$135,237.

A examination of the steps involved in changing the philosophy of a police department and the community as community policing is implemented. Seattle will be used as the baseline, and 4-6 other cities will be studied.

Facilitating Organizational Change

University of South Carolina (Geoffrey Alpert). \$199,975.

Increasing patrol officer "buy-in" to community policing by changing the reward structure for street-level officers.

Fighting Disorder Within the Law

American Alliance for Rights and Responsibilities (Roger Conner). \$152,647.

Case studies of police departments' problem-solving strategies to address street-level disorder, particularly where the city has faced legal challenges.

Organizational Change & Leadership

Harvard University/Kennedy School of Government (Mark Moore). \$296,978.

Development of a body of knowledge about the organizational transformation of police departments, to determine 1) what

internal/external conditions are necessary to facilitate a major shift in functions/tactics, and 2) what techniques of leadership and management can be used to make this transformation.

Cross-Cultural Study of Police Corruption.

University of Delaware (Carl Klockars). \$46,755.

The project will gather information on, and conduct a cross-cultural comparison of, official policies on corruption in law enforcement and support for the policies within departments, including collection and analysis of data on specific anti-corruption efforts and the philosophy that supports the effort.

Community Policing Activities/Ohio Task Analysis Project

University of Cincinnati (Lawrence Travis). \$33,779.

The project will study whether the actual job functions performed by Ohio police officers have changed through community policing by comparing the results of a task analysis completed in 1981 and again in 1995.

Integrating Community Policing into the San Diego Regional Law Enforcement Training Center Curriculum

City of San Diego (Donna Warlick). \$249,130.

The project will evaluate the San Diego Law Enforcement Training Academy curriculum, develop modifications to the curriculum to incorporate problem-solving policing tactics, and evaluate the different impact of the two curriculums, using pre- and post-tests of recruits.

Enhancing Dissemination of Technological Innovation

Indiana University (Alexander Welss). \$47,212.

An examination of the nature and frequency of information exchange among 600 state, county and municipal police agencies, to determine if some agencies, in effect, serve as clearinghouses for information dissemination.

Examining the Transformation to Community Policing: Organizational Development Characteristics and Issues

Institute for Law and Justice (Edward Connors). \$263,764.

A study of the major elements of organizational transformation to community policing, including a survey of 600 police chiefs and executives and cases studies of five cities on the cutting edge of community policing (San Diego, Portland, Ore., Tempe, Ariz., Baltimore County, Md., and St. Petersburg, Fla.).

Using Technology to Enhance Police Problem Solving

University of Illinois (John Gardiner). \$196,392.

Researchers will use artificial intelligence methodology to assist in the identification of offenders.

POLICE AND THE COMMUNITY

Educating the Public About Police: The Lima PSA Project

University of Cincinnati (Mitchell Chamlin). \$44,518.

An assessment of the impact of public service advertisements about police-citizen interactions on public attitudes, public knowledge of how to behave toward police, and police use of force in Lima, Ohio.

Collaboration Between Abt Associates and the Hartford Police Department

Abt Associates Inc. (Terry Dunworth). \$124,790.

The Hartford Police Department will work with researchers from Abt Associates to 1) evaluate the development and implementation of innovative programs that involve members of the community in reducing crime and 2) assess the impact of such programs on police-community relations.

Policing on American Indian Reservations

Harvard University (Francis Hartmann). \$335,252.

Development of a historical understanding of policing on Indian reservations; identification of examples of what works and what doesn't in policing reservations; determination of what is integral to reservation policing; and analysis of the extent to which economic, political and cultural factors bear on the success of community policing on Indian reservations. Case studies will be conducted at six sites.

Community Policing at the Street Level

Michigan State University (Stephen Mastrofski). \$1,969,701.

Replication of the ground-breaking police activity studies by Reiss and Ostrom, including analysis of how police and the

community interact in a community policing environment, and documentation of day-to-day police activities, how officers use their authority to intervene in citizens' lives, how problem citizens are controlled, how civility and cooperation between and the public is obtained, what officer characteristics are associated with high performance, the role of first-line supervisors, the context for street-level performance set by management, and how patterns of policing vary among neighborhoods.

Citizen Involvement In Community Policing

Institute for Social Analysis (Royer Cook). \$233,508.

An analysis of the relationship between citizen involvement in community policing and long-term outcomes.

Everyday Perceptions of Disorder, Self-Protection

University of California-Los Angeles (Jack Katz). \$246,765.

A study in Hollywood, Calif., of the effects of community policing on citizen perceptions of fear and disorder, and how residents in five neighborhoods learn about crime, perceive disorder, and shape their daily activities to reduce risk.

STRATEGIES/TACTICS FOR CRIME & DISORDER

Beyond Arrest: The Portland, Ore., Experience

Portland State University (Annette Jolin). \$199,994.

Does arrest in the context of a coordinated domestic violence response system have a greater effect than arrest alone?

Bethlehem, Pa., Police Family Group Conferencing Project

Community Service Foundation Inc. (Theodore Wachtel). \$246,551.

Does family group conferencing — which involves victims, offenders and their families and friends in addressing moderately serious juvenile crimes — work as a problem-solving strategy, and what impact does it have on juvenile crime and perceptions of justice?

Consent to Search & Seize

University of Missouri-St. Louis (Scott Decker). \$326,554.

Assessment of the implementation and effectiveness of the St. Louis firearms suppression project, including analysis of non-coercive ways to obtain consent to search for firearms, and the aspects of police culture that produce successful outcomes.

Partners for Prevention

Northwestern University (Wesley Skogan). \$338,429.

Problem-solving in Chicago: how it works, and its impact. Data will be collected on the life course of 200 problems, with a focus on the roles of both the police and the community.

Policing Local Illicit Gun Markets

Carnegie-Mellon University (Jacqueline Cohen). \$220,416.

An examination of the nature of local gun markets using geo-mapping technology, and an analysis of police strategies to disrupt illegal gun markets.

Evaluating Community Policing in Public Housing

Temple University (Jack Greene). \$351,491.

Community policing in a public housing context in Philadelphia.

Joint Police & Social Services Responses of Abused Elders

Victim Services Agency (Robert Davis). \$270,340.

Evaluation of a joint community policing/social service response to elder abuse in New York City.

OTHER CRIME ACT TOPICS: POLICE USE OF FORCE

An Analysis of Police Use of Force

University of South Carolina (Geoffrey Alpert). \$99,849.

A reanalysis/comparison of data on police use of force from the Metro-Dade, Fla., and Eugene and Springfield, Ore., police departments, to determine the relationships between the level of resistance met by police and the force used to control suspects.

Use of Force By & Against Police

Joint Centers for Justice Studies (Joel Garner). \$384,943.

Based on prior NIJ-funded research, a survey of arresting

Who gets the money, and for what

officers in four cities regarding the nature of force used and the nature and circumstances of the arrest. A subsample of arrestees will be interviewed to gauge the consistency of officer and suspect assessments of the amount of force used.

OTHER CRIME ACT TOPICS: SUPPORT FOR LAW ENFORCEMENT FAMILIES

Identification of Work & Family Services for Law Enforcement Personnel
Police Res. Ed. Project (Elizabeth McGee).
\$103,022.

Gathering data through the use of questionnaires in selected departments and a national sample of police personnel, the study will identify stressors associated with police work and family life, and programs available as family resources.

Law Enforcement Family Support Survey & Focus Groups
Center for Criminal Justice Studies (Elizabeth Langston). \$78,956.

An examination of the nature and extent of particular problems of police stress, as identified by focus groups of police officers and spouses. Variables to be assessed through surveys of police officers are divorces, the effects of shift work on family life, the social network of police officers and their families, the use of employee assistance programs, and/or social patterns.

Phase II Local Initiatives/ Police-Researcher Partnerships

Cross-Site Research on Locally Initiated Collaborations
Institute for Law & Justice (Thomas McEwen).
\$233,918.

A national evaluation of how researcher/police partnerships are formed, how they operate, and what factors lead to success.

University-Police Collaboration in Philadelphia
Temple University (Jack Greene). \$50,688.
Using a systematic and strategic approach, the Center for Public Policy at Temple University and the Philadelphia Police Department will jointly assess the department's research and information needs.

A Proposal to Integrate Objective Performance Evaluation into Community Policing
City of Boston (James T. Jordan). \$127,474.
The project will establish a partnership among the Boston Police Department, the criminal justice program at Harvard University and Northeastern University's Center for Criminal Justice Policy Research to provide ongoing evaluation of Boston's strategic approach to community policing and conduct two research projects in response to BPD priorities.

Increasing the Effectiveness of Rural Police Departments
Alfred University (William Hall). \$18,840.
The university's Criminal Justice Studies Program will work with the village police departments in Wellsville and Alfred, N.Y., to determine if the two departments can more effectively serve the needs of their communities through community policing strategies that build on shared programs and resources.

Establishing a Research Partnership Between the Omaha Police Department and the University of Nebraska at Omaha
University of Nebraska-Omaha (Vincent Webb).
\$132,564.
The joint formulation of a police research agenda, including identification of research topics, development of research designs, and undertaking research projects in response to the top four identified priorities. The project will also build the capacity of local researchers to engage in problem-solving with the Omaha police.

A Partnership for Research in Community Policing Strategies in a Rural County & Four Small Cities
University of South Alabama (Robert Galbraith).
\$52,760.
A project aimed at helping the five targeted police agencies plan future community policing strategies, define problems, create solutions, and the study the impact of community

policing and problem-solving initiatives.

Collaboration Between the Oakland Police Department & the University of California
University of California-Berkeley (Jerome Skolnick).
\$188,622.

The university and the Police Department will collaborate on such research topics as the extent to which police decentralization efforts have increased accountability to citizens, the department's gun suppression initiative, and the impact of job stress on officer morale and police marriages.

Targeting Cycles of Domestic Violence: Assessment, Review & Recommendations
Seattle Police Department (Dan Fleissner). \$108,972.
Researchers at the University of Washington, the Harborview Injury Prevention and Research Center and the Institute for Social Analysis will help the Seattle PD to gather data that can better measure the success of domestic violence programs.

Demonstrating a Cost-Effective Approach for Locally-Initiated Police Research in Small & Medium-Sized Cities
LINC (Marcia Chaiken). \$199,721.
A linkage of police departments in California, Idaho and South Dakota to researchers at three police research agencies and other specialized consultants, to test and evaluate interactive methods for creating and operating such linkages

A Joint Research Partnership for Community-Oriented Policing
St. Louis University (James Gilsinan). \$146,616.
The university and the St. Louis Police Department will jointly examine 1) the commitment of first-line supervisors to community policing, to determine if the police employee evaluation process fosters the philosophy of community policing, and 2) the feasibility of creating a research consortium with other universities in the area.

Building Effective Strategies for Community Policing
State University of New York (Raymond Hunt).
\$110,008.
The university and the Buffalo Police Department will engage in a strategic planning process and develop case studies of methods used to shift from traditional to community policing.

Forming a Research Partnership: Lansing Police Department & Michigan State University
City of Lansing, Mich. (Richard Cook). \$49,992.
A police/university linkage aimed at conducting an analysis of the implementation of a team approach to policing, and analyzing the informational and technological needs of officers.

Identify & Evaluate Methods for Measuring & Analyzing Crime Patterns & Trends with GIS
City University of New York (John Mollenkopf).
\$174,787.
A joint evaluation by the university and the New York City Police Department of the NYPD's current geographical information system used to map and analyze crime data.

Locally Initiated Research
Salem State College (Edward LeClair). \$100,000.
A collaboration among the college and police departments in Somerville, Danvers and Salem, Mass., to build an institutional capacity for managing the transition to community policing, and gather information about officer and citizen perceptions.

DI-LEARN: Downstate Illinois Law Enforcement Applied Research Network (Phase I)
Southern Illinois University (James Garofolo). \$72,857.
Creation of a research network of 20 or more municipal police agencies serving populations of less than 50,000, with researchers from SIU facilitating the development of shared research priorities among the police agencies and conducting one or more specific research projects.

Council Grove/Kansas State University Law Enforcement Team Project
Kansas State University (Kay Cogley). \$30,000.
A police/university partnership aimed at identifying community policing issues most important to citizens and officers.

Research Partnership Between the Lexington Division of Police & Eastern Kentucky University
Lexington/Fayette Government (Larry Gaines).
\$67,700.
Two researchers from ECU, working under the supervision of a

research committee, will work directly at the Lexington/Fayette Urban County Division of Police, with the first of two anticipated research projects being a drug-market analysis.

Implementing Community Policing In LA: A Partnership Between the LAPD, UCLA & USC
Training Research Corp. (Edward Smith). \$223,180.
A collaborative venture aimed at testing whether the implementation of community policing can be accelerated by feeding back qualitative and quantitative data at strategic points

Locally Initiated Research on Community Policing: Process & Outcomes Evaluation
Jefferson County Coalition (Diane McCoy). \$73,549.
A process evaluation of the COPS FAST/COPS AHEAD grants that have been awarded to the city Ranson, W. Va., Jefferson County and the West Virginia State police departments, and the development of a research agenda and priorities

Developing & Expanding Problem-Solving Partnerships In Jersey City
Jersey City Police Department (Frank Gajewski).
\$71,090.

The Police Department, the Center for Crime Prevention Studies and Rutgers University will collaborate to identify research and information needs as Jersey City moves toward community policing.

Criminology Against Crime: Criminologists & Crime Control for the Indianapolis Police Department
City of Indianapolis (Donald Christ). \$75,281.
Building on an existing collaboration, university-based researchers will work with the IPD to assess implementation of the police management information system, and support weekly crime control strategy meetings by providing crime data.

Evaluation of Community Policing Project
Hagerstown (Md.) Police Department (Dale J. Jones).
\$42,180.
Researchers from Shippensburg State University in Pennsylvania will use an experimental design to evaluate the implementation of the Hagerstown PD's community policing program

Building the Infrastructure for Effective Program Evaluation
Justice Research & Statistics Association (Kelle Dressler). \$99,542.
An examination of the programmatic and research strengths and weaknesses of existing partnerships, and development of formal police/researcher partnerships to effectively support police in six departments.

Development of the Florida Law Enforcement Research Coalition
Florida State University (Antony Pate). \$112,589.
Establishment of a coalition to identify law enforcement research and policy needs, promote collaboration and cooperation among law enforcement agencies, and develop designs for priority research topics.

Policing Evaluation Through Academic Research: Creating a Special Policing Analysis Network
City of Colorado Springs (Teresa Schultz). \$48,273.
A team from the University of Colorado, the Colorado Springs Police Department and the El Paso County Sheriff's Office will identify police information technology needs and facilitate information exchanges between academics and practitioners

Community Policing in El Centro, Calif.: Strengthening Police-Citizen Cooperation In a Bilingual, Multicultural Community
City of El Centro (Harold Carter). \$42,119.
San Diego State University will work with the El Centro PD to implement community policing in a bilingual (Spanish-English) environment, including testing of strategies for improving cooperation and trust between police and citizens.

Coming up in LEN:

White man's justice on the red man's land? LEN takes an expansive look at the many facets of policing on Native American reservations. Only in Law Enforcement News

By Brian C. Flick

When one considers that our society grants police life-and-death authority, discretionary enforcement of laws, significant individual independence and primacy in court testimony, the obvious need for meaningful accountability of police action is compelling. Coupled with the extraordinary powers we have granted police in

The need for a more aggressive college requirement has been demonstrated in various ways

Police administrators must also make policy commitments to enhance ethical conduct. Former police chief and national drug-policy director Lee P. Brown addressed this issue when he wrote in 1991: "One value must articulate and demonstrate is the expectation that all members of the department will adhere to the highest ethical standards. . . . The chief must initiate and support anti-corruption efforts and hold commanders and supervisors responsible for the ethical conduct of their personnel. . . . It is essential. . . that all law enforcement activities also meet the community's standard of ethical behavior."

To do any less decreases a police administrator's ability to aggressively meet the growing police/community relations demands that society imposes as we approach the 21st century. All of us have a right to insist on competent, fair and professional policing, and to require realistic governmental assistance to accomplish this.

Manus:

By Raymond P. Manus

(Raymond P. Manus is a lieutenant with the New York City Police Department.)

I am not an attorney, but as a serious student of the criminal justice system, I believe this ruling, as controversial as it is, to be consistent with the intent of the Constitution. The Bill of Rights was added to the Constitution to protect the rights of individuals against the abuses of government agents. Judge Baer, adhering to the landmark decisions of the U.S. Supreme Court, suppressed evidence which he believed the police had seized illegally. The judge had to balance many competing concerns: legal guilt vs. factual

The Fourth Amendment to the Constitution prohibits "unreasonable" searches and seizures, and the Supreme Court has long held that the

To determine the reasonableness of the police conduct in this case, the judge drew upon his own experiences with the police, including his work with the city's Civilian Complaint Review Board and as a member of the 1993 Mollen Commission that investigated police misconduct. While the facts in this case strongly suggest that the police seized a criminal, the judge considered the actions of the police before the contraband was discovered. It is unlikely that this was the only encounter the police had with the public that evening, and it is probable that other persons were stopped but not arrested. The law-abiding citizens in that neighborhood may be routinely subjected to aggressive police conduct, but when an illegal search produces no contraband, that citizen would not be arrested and there would be no review of the police behavior. Concern for the law-abiding citizen led the judge to hold the police conduct to the strict standards of due

Continued on Page 12

The opinions expressed on the Forum page are those of the contributing writer or cartoonist, or of the original source newspaper, and do not represent an official position of Law Enforcement News.



Dashboard video units gain in popularity

An increasing number of police agencies are rolling the videotape as the popularity of in-car camera systems continues to spread.

Several law enforcement agencies in Nebraska are among the latest to install the systems, which typically involve a camera mounted to the dashboards and connected to a recording device placed in the trunk. Police officials there say the video recordings aid in the prosecution of drunk driving cases, and can be used to record other kinds of traffic stops. The tapes also make excellent training tools, they say.

"We can go back and review these and go through the process the officer used in making a vehicle stop, then critique them for better officer safety," said Sgt. Dave Harnly, a supervisor in the Lincoln Police Department's Traffic Enforcement Division.

Harnly said the agency recently installed six in-car video systems and plans to add at least three more in the coming months. Some of the equipment — which typically costs \$3,000-\$4,000 — was bought using a grant from the Nebraska Office of Highway Safety, which matches and disburses incentive funds made available by the

National Highway Traffic Safety Administration to states that meet certain traffic enforcement and safety criteria.

Those criteria include having tough anti-DUI laws on the books, including on-the-spot license revocation programs and sobriety checkpoints, said Adele Derby, an associate administrator at NHTSA. "Those video enforcement cameras are to be used as part of [an anti-DUI] program," she told Law Enforcement News.

"We pay for 80 percent of the cost of the first unit, then subsequent units are funded on a 50-50 match basis," said Becky Steinson, a traffic safety specialist for the Nebraska highway agency, which provided funds that allowed 29 agencies, including the State Patrol, to purchase 62 cameras during the 1996 fiscal year.

Other funding for the cameras came from a major drugstore chain and from a foundation set up in memory of James B. Wilson Jr., a young Omaha police officer who was shot to death during a traffic stop last August. [See story, Page 5.]

The Omaha Police Department recently received 20 cameras purchased

with foundation funds, said Jimmy Wilson Sr., who retired from the department last July after 25 years of service — one month to the day before his 24-year-old son was killed.

Wilson believes the presence of a camera in his son's cruiser might have made a difference in the upcoming trial of the accused killers. "Cameras will not save your life, but here's what they will do: You have a sharp defense attorney, you can cut them down at the ankles. You give them no defense," Wilson told LEN. "What you would have seen — as nasty, as gruesome, as sad as it might have been — was my son's death live and in living color — and who was doing it. I call the camera the unimpeachable witness."

Harnly said some of the Lincoln Police Department's tapes have been edited into a 30-minute training presentation "that we'll use for a number of things — officer safety, DWI enforcement, what to look for in the driving aspect of a case and field sobriety testing procedures. We'll continue to update that tape with future video of things we feel are important."

Not everyone, however, is uniformly enthusiastic about in-car video cam-

eras. The Brunswick, Maine, Police Department decided not to install them permanently following a six-month pilot program that left officials concerned about operational wear and tear on the units and the adverse effects of the area's rough winter climate.

"We had tried them and experienced some problems with them," said Deputy Chief Richard Mears. "That was not an indictment of the use of video cameras in cars, and we would never eliminate the possibility of reconsidering the idea. We're concerned about the long-term operational capability."

Mears said the biggest problem that occurred during the agency's pilot program four years ago was continued readjustments of the camera by operators. "Each operator would get in and adjust the camera to their own unique preferences, and the adjustment of any mechanical part over a long period of time will cause it to deteriorate," Mears told LEN. "And we have extremely cold climates up here, which is a factor in maintaining that type of equipment because of condensation."

Another issue that concerned Brunswick police officials was the storage

of tapes. "You can expect that on any given day, any number of our officers will be involved in significant cases," said Mears. "I did not want to get into a situation where defense attorneys were trotting into the Police Department, demanding that we save tapes for their purposes — or even for prosecution purposes."

Despite those shortcomings, the 31-officer department still maintains a video camera that is used for training and recording collected evidence, the deputy chief said. "That camera has been very effective in certain circumstances, and has done wonders as far as training is concerned. To that extent, it's helped police training by quantum leaps."

Mears said the department has not ruled out using in-car video systems in the future, but is taking a "wait-and-see" attitude as other agencies around the state experiment with the equipment. "I'm not saying they don't work. I'm just saying that due to the number of repairs that had to be made...we just didn't have what I considered to be a good track record. It didn't justify the additional work that was associated with maintaining it."

Ruling has 'em rolling, as judge throws out \$4M in drug evidence

New York City officials blasted a Federal judge's recent decision to exclude \$4 million in cocaine and heroin as evidence in a case against a confessed drug courier, after the judge deemed it understandable that four men would flee when they realized they were being watched by police.

In his ruling on Jan. 25, Judge Harold Baer held that the four men, whom undercover officers saw taking five cash-filled duffle bags out of the trunk of the courier's car and replacing them with parcels later discovered to contain cocaine and heroin, had good reason to run from police because residents in the neighborhood where the incident occurred had a deep-seated mistrust of the police.

The Washington Heights section of upper Manhattan has been the scene of numerous skirmishes between police and residents, including a near-riot in 1992 stemming from the police shooting of a drug dealer who witnesses falsely claimed was unarmed. Some officers assigned to the 34th Precinct that patrols the area also were implicated in a major corruption scandal that was exposed by a blue-ribbon

commission two years ago.

"Even before this prosecution and the public hearing and final report of the Mollen Commission [which investigated police corruption], residents in this neighborhood tended to regard police officers as corrupt, abusive and violent," Baer's decision said. "After the attendant publicity surrounding [these] events, had the men not run when the cops began to stare at them, it would have been unusual."

Baer issued his ruling in the case against Carol Bayless, 41, who was arrested in the early-morning hours of April 21 after 75 pounds of heroin and cocaine were found in the trunk of her rental car. In a pretrial hearing, Police Officer Richard Carroll said he arrested her after watching the men run from the car. Carroll also cited additional reasons for arresting Bayless, including her out-of-state license plates and her slow driving and double-parking in a neighborhood notorious for street-level drug trafficking.

But Baer said the officer did not have a reasonable suspicion to arrest Bayless, whose behavior before being pulled over he termed "innocuous"

and "consistent with a person leaving early in the morning on a long drive to return home to Michigan after visiting relatives in New York City."

In a videotaped confession following her arrest, Bayless admitted since 1991 she had made at least 20 trips from Michigan to New York City to buy drugs, for which she was paid \$20,000 a load.

Federal prosecutors said they will appeal the ruling, and Baer said on Feb. 3 he would consider their arguments, although he termed attempts to persuade him to reconsider the ruling "a rather juvenile project."

"I doubt that the Government has anything new and different that they can show me in the papers or on the law. But as far as I'm concerned, they certainly should have an opportunity."

City and police officials condemned Baer's ruling, with Police Commissioner William Bratton calling it "absolutely crazy... For him to imply that if you're black in this city, if you see a police officer, run — what type of message does that send out?"

"He's living in a fairyland," Bratton added.

Hold that lawsuit! Two sides in Philly try to solve police reform issues

Just hours before they were to appear in court, lawyers for two civil rights organizations agreed to postpone a Federal lawsuit against the City of Philadelphia, after apparently receiving assurances that Mayor Edward G. Rendell and other city officials would be willing to discuss new corruption-fighting methods.

Lawyers for the Philadelphia chapters of the American Civil Liberties Union and the National Association for the Advancement of Colored People decided to delay filing the lawsuit,

which seeks reforms to end police corruption and abuse, following a two-hour meeting Dec. 12 with Rendell, Police Commissioner Richard Neal and city legal advisers.

The groups had planned to go to court the following day to file the lawsuit, whose other plaintiffs include the Police-Barrio Relations Project and 10 people falsely accused and arrested by officers from the 39th District.

Stefan Presser, the legal director for the Philadelphia ACLU, termed the development "an astonishing turn-

around. Even if we were successful in litigation, we wouldn't be at this point for another two years."

The lawsuit — and scores of others that either have been filed or will be soon — stems from a yearlong corruption scandal in which six former officers from the 39th District in North Philadelphia have admitted framing drug suspects between 1988 and 1991 by planting false evidence, conducting illegal searches and lying under oath. Nine former officers are in jail as a

Continued on Page 12

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Anti-Asian hate crimes surge in California

Hate crimes against Asian-Americans — including assaults, firebombings and racial slurs — are on the rise in California, in a development that some analysts believe is tied to the ethnic group's economic success and a growing intolerance of foreigners.

A report released in December by state Attorney General Dan Lungren said 57 hate crimes were committed against Asian-Americans in the last six months of 1994, involving 72 victims. The report appears to mirror findings of a survey by the National Asian Pacific-American Legal Consortium, which reported last July that anti-Asian crimes jumped 35 percent nationally in 1994 — from 335 incidents to 452. In Northern California, the consortium reported, the number

of hate crimes against Asians more than doubled from 39 to 83 in the same period.

The FBI's most recent annual tally of bias crime in the United States, released in November, reported 5,852 hate crimes in 1994, 60 percent of them motivated by racial bias. Among the victims were 270 people of Asian descent, but many believe the actual number is much higher because information in the FBI report is gathered from law enforcement agencies on a voluntary basis — only 12 California agencies submitted data — and because many victims are reluctant to report the crimes.

"We've always had problems with the FBI," said Thanh Nog, an attorney with the consortium, which joined with

The FBI reports a sharp rise in bias crimes, but with only 12 agencies in the state submitting data, many say the problem is much worse than it appears.

two other Asian groups to prepare its own hate-crimes report.

An alarming development is the rising number of attacks in more affluent, seemingly more liberal communities with sizable Asian populations. One of the latest attacks occurred in Novato, in Marin County, when a white man, Robert Page, 25, stabbed Eddy Wu, 23, twice in the back, then chased the victim inside a store and stabbed

him twice more. Wu suffered several deep knife wounds, one of which punctured his lung, in the Nov. 8 attack.

Page, who was apprehended by police shortly after the incident, provided a written confession in which he said he woke up that day and decided, "I'm gonna go kill me a Chinaman." The word "Chinaman" was underlined by the suspect, according to court papers.

The case marks the first time anyone has been charged with a felony hate crime in Marin County, and the crime has sent a chill through the Asian-American community there. "Like most minority groups, we're accustomed to dealing with subtle forms of racism," said Thanh Ngo, a lawyer with the Asian Law Caucus in San Francisco. "But it's striking to see such a blatant act. A lot of people are very frightened."

Including Scott Scherer and his family. Scherer, a 43-year-old resident of Mill Valley who has a Chinese-American wife and two sons, told *The San Francisco Chronicle* that since the attack on Wu, he and his family have received telephoned racial threats. "It's pretty appalling," he said. "People in Marin would tell you they're very open-minded — they think they're a certain way, but they're really not."

Asian-Americans have been a substantial presence in California since at least the mid-19th century, and racism against them traces its roots back to that time. Asians have assimilated much more completely than many ethnic groups, and have achieved considerable economic success. Some observ-

ers now believe that those successes may be a motivation in many of the anti-Asian bias crimes.

"I think it's always tied to resentment," Elaine H. Kim, a professor of Asian-American studies at the University of California at Berkeley, told *The New York Times*. "If you don't make it, you get kicked down. And if you make it, you get kicked down. It's really a Catch-22."

Other factors for the surge in bias crimes may include the huge influx of Asian immigrants in recent years. According to 1990 census data, Asian immigrants make up 28.4 percent of the population of San Francisco County. They are now the largest minority group in San Francisco, outstripping blacks and Latinos combined. As a result, Asian immigrants are often tagged as "outsiders" or "interlopers" who are taking over neighborhoods, and by extension, the country.

Diane Chin, a lawyer and co-chairman of the Intergroup Clearinghouse in San Francisco, a nonprofit group that helps victims of bias crimes, told *The New York Times* that these attitudes are making their way to the legislative arena, resulting in proposals like Proposition 187, which would deny public services to illegal immigrants. The immigration-control measure was approved by California voters two years ago but is still tied up in the courts. "There has been a climate created by the established political leadership that devalues people of color, and gays, lesbians and bisexuals; they've established a climate that allows hate violence to exist," Chin said.

Lawsuit put on hold in Philly to let parties address issues

Continued from Page 11
result of continuing Federal and state investigations.

The misconduct revelations have also prompted a review of over 1,400 arrests, mostly of minority suspects, that occurred between 1987 and 1994. At least 60 criminal convictions have been overturned thus far.

The unfiled lawsuit contends that the crimes committed by 39th District officers are part of a citywide pattern that has gone on for years. It would enjoin police from violating citizens' rights, order the department to "establish effective policies and programs with respect to the training, supervision and discipline" of officers, and compensate victims of police abuses.

Rendell told reporters that city officials would review recommendations from the plaintiffs and respond within 60 days, at which point the two

sides would meet to discuss which ideas could be instituted. But Rendell denied that he had made any promises to the groups.

"The only commitment made was they would get us the things they would be interested in us doing," he said. "We would get them information about steps we have already taken in those areas. They would submit some proposals to us if they thought the steps we had taken were not sufficient, and we would take a look at them."

"We are not doing this to avoid a suit; we think we would win. But if these people have some suggestions, some information about how we could improve training or better avoid some kinds of corruptions, we want to know what they have to say."

Presser said he came away from the meeting with the understanding that the Mayor had made "a very clear-cut

agreement of a process that we put on the table, and [Rendell] accepted completely."

The ACLU attorney said the reforms under discussion include: the appointment of an inspector general who would report to the Mayor; improved record-keeping to effectively track allegations of misconduct and abuse against officers; and a "change of culture" in the Police Department's Internal Affairs Division.

The scandal also has prompted calls from some city officials for an independent commission to examine systemic police misconduct. A majority of the City Council is said to support the idea, but Rendell has asked that the matter be shelved until all of the investigations into the 39th District are completed. The city already has a citizen review board, which examines specific allegations against officers.

Forum:

The judge was right in drug-seizure ruling

Continued from Page 10
process and not the more tolerant standard of crime control.

Public officials gain political points when they speak out in favor of crime, and the public may accept aggressive police conduct directed against criminals. The judge has been the clear loser in the battle of soundbites as New York's Mayor, Police Commissioner and others have publicly criticized his actions. Even U.S. Senator Daniel Patrick Moynihan, who sponsored Judge Baer for the District Court bench, expressed disaffection with this decision. It is often left to the court to make the difficult decisions that protect individual rights. The decision rendered by Judge Baer was as the Constitution intended, an impartial examination of the actions of the executive branch of government.

The Constitution deliberately separates the power of the legislative, executive and judicial branches of government to prevent abuse. During the 1960s, the Supreme Court applied the exclusionary rule and other provisions to the states to correct widespread police abuse of citizens. The

Court does not have the authority to tell local executives how to manage their communities, or to direct legislatures to pass specific laws. The Court properly influences these functions by the administration of the legal process to protect the rights of citizens. One method of requiring the legislative and executive branches to protect citizens' rights is through the exclusion of evidence.

The prosecution presented this case as an investigative stop as authorized by *Terry v. Ohio*, based upon a reasonable suspicion that a crime was afoot. The judge's ruling was in line with *Mapp v. Ohio*, which held that states must abide by the Fourth Amendment and the probable-cause standard. While the police may successfully argue that the officers approached the auto in a "Terry" mode to investigate conduct they believed to be suspicious, once the police initiated the search of the auto they should be held to the probable-cause standard. The evidence in this case, as reported by the newspapers, indicates that the arresting officer did not stop and question Ms. Bayless concerning her conduct. If accurate,

this account suggests that the police stopped Bayless's car with an intent to search the trunk for evidence of a crime. At the moment of the stop, the police did not have probable cause to believe that a specific crime had been committed. It was only as a result of the search that the police obtained knowledge of the crime.

Had the police properly stopped the auto to investigate the conduct they deemed suspicious, three possible outcomes may have emerged. The woman may have told the truth, whereupon the police would advise her of her rights and then conduct a search of the auto. The woman may have lied unconvincingly, contradicting herself and acting nervously, again raising reasonable suspicion and reasonable cause to arrest. The court would have allowed evidence seized after a lawful arrest is made.

The third possibility is that the woman may have lied convincingly, claiming she broke up with her boyfriend and the boyfriend had his brothers return her things to her in the bags that were placed in the car's trunk. Such a reasonable explanation would

have the police without probable cause to arrest, and no authority to search the auto. But this could have been the umpteenth stop of the evening, and the police may have been tired of searching automobile trunks only to find bags filled with intimate apparel. In the view of Judge Baer, the police did not follow the steps permitted by the Legislature, and authorized by the Police Commissioner, but instead took a shortcut, ignored their "stop and question" authority and moved immediately to a search mode.

Perhaps the police had acted properly in the street but failed to make an accurate, concise record of their actions. Or, as part of a tactical decision to hinder the defendant's right to discovery, the prosecution chose to present only a portion of its evidence at the suppression hearing. Evidence known to the police, but not presented to the court, may have resulted in this decision to suppress evidence. The prosecution team could easily cover its blunder by pointing a finger at the judge and the fact that a confessed drug courier goes free on a legal technicality. The police and prosecutor console one

another by the size of the seizure and the knowledge that the accused spent nine months in jail, longer than many convicted dealers.

The decision by Judge Baer may have been 100 percent accurate, but the remedy required by the Supreme Court — the suppression of evidence — has been a failure. The exclusionary rule has been applied to the states for 30 years, and it has served to free the guilty without protecting the innocent. Not only has it not changed the conduct of the police, but employing the exclusionary rule to protect individual rights tends to divert attention from the misconduct it seeks to correct. Neither the police nor the prosecutor will be obliged to examine their conduct in cases where judges suppress evidence. The public will normally direct its wrath at the court, encouraging the police to continue the aggressive tactics the court wishes to prevent. The Supreme Court should re-examine the results produced by the application of the exclusionary rule. It may be a remedy that is far worse than the condition it was intended to correct.

Muddle in the middle:

Policing's overlooked change agents

Managing Innovation in Policing: The Untapped Potential of the Middle Manager.

By William A. Geller and Guy Swanger.

Washington, D.C.: The Police Executive Research Forum, 1995. 202 pp.

By Mark C. Bach

In organizations throughout the world, the terms re-engineering, downsizing, rightsizing, outsourcing and delayering are heard repeatedly as layoffs occur. Regardless of the size of the employer or its financial strength, few private-sector employees are assured lifetime rights to their jobs. The most often terminated are middle managers who are discovering that the world has changed overnight and their skills are no longer needed. After a lifetime of honing their skills, these employees have discovered that organizations question the "value added" by layers of bureaucracy.

It should be no surprise that this trend is also mimicked in police agencies. These are times of tight budgets and increased responsibilities. Chiefs and city managers can reallocate their scarce resources by placing additional officers on the streets and thinning the ranks of supervisors. This trend is furthered as many agencies adopting "community policing principles" and empowering line officers to make decisions and assist community members to resolve their concerns directly.

In their recent book, funded by the National Institute of Justice, Swanger, a San Diego police sergeant, and Geller, an associate director of PERF, offer an objective view of the role of policing's middle manager. They offer both a historical perspective, blaming some lieutenants for resisting change, and explore how managers can be effective change agents within their agencies. They conclude with helpful suggestions that can help middle managers shape ongoing change and innovation.

Even for long-time police practitioners, the role of middle management can be hard to define. Within any organization it can be hard to pinpoint exactly what value the middle of the organizational chart offers to an agency. Citizens know their chief and understand (rightly or wrongly) what the officers do. Officers understand and respect the role of their own sergeants, but as the rank moves higher and further away from the rank and file, their exact purposes and responsibilities become less clear. The authors best define managers as jugglers who "invest enough resources to keep the promise while conserving enough resources...to be able to meet continuing, legitimate demands on the agency."

It is easy to understand the reluctance of middle managers to actively embrace change within their community or agency. After all, they spent an entire career getting to where they are by one set of rules, only to discover the rules have changed. They adopted a police culture that is now rapidly chang-

ing. The authors offer plenty of rationales and explanations for why middle management is not featured as a change agent. Of course, many of these explanations could apply just as easily to employees of IBM, AT&T, and General Motors.

Today's middle managers grew up in an environment with a large set of standard operating procedures; when employees found a way around the rules, you just made a new amendment. Supervisors acquired power over their subordinates. Now they must share it not only with others throughout the organization, but within the community at large as well. Instead of finding officers making mistakes, we now ask supervisors to encourage risk-taking and accept mistakes as inevitable.

Even a police agency's paramilitary model suggests a centralization of power, specialization and formal rule-making. Of course, as the years progress, fewer managers have been exposed to the true military models of Vietnam and Korea. Managers recognize that as downsizing occurs, their own opportunities to promote or transfer become slimmer.

Change needs time, both to prepare for it and to embrace it. Already managers complain about the lack of time for the tasks at hand. The authors cite the 1994 National Assessment Program, a survey of chiefs and sheriffs. While their workloads are reportedly too high, they felt it was important to adopt community policing principles. Imagine how their managers must feel who now have to carry out the chief's public pronouncements!

The authors are quick to confirm that middle managers, despite their detractors, can cause long-term institutional change within their agencies. By accepting their role as keepers of the leader's promises, they fill an important part in any organization. Acting as the historians of the existing police culture, they also serve as holders of information to effect the desired change.

With an enthusiastic set of empowered line-level employees, middle managers can serve to facilitate accomplishment of a department's goals. They can run interference for their officers, ensure continuity of actions, and seek cooperation from other governments and agencies.

Middle management has an important role as gatekeepers. They can help serve as conduits of information, labor and other resources. Before officers can go out and do problem-solving within their communities, they need help getting crime analysis conducted, flyers photocopied and free time allocated to resolve their issues.

Geller and Swanger offer a variety of tips to help middle managers facilitate change within their departments. Police agencies should build on their strengths and not accept the notion that all middle managers resist change.

Managers can help encourage their subordinates, reduce mixed messages, and reward failure as much as success. Front-line employees are the "valued" resources of the new police departments. Managers should appreciate working with them and seek to empower employees further with proper parameters.

By reinventing the infrastructure,

managers can help recruit, train, evaluate and equip the line-level employees to fulfill the department's mission. By taking the initiative, managers can show how their actions provide additional value for their communities.

The authors make frequent use of actual case studies from throughout the United States and Canada, and are quick to quote some of the leaders in

police to make their point. Their focuses are those agencies adopting community-based policing principles.

Many managers may discard the messages rendered by the authors, thinking that their agencies are not trying out community-based policing. But while the authors focus on how community-based policing is altering the roles of managers, their message is applicable to all public safety organizations, and to all their members.

(Mark C. Bach is a sergeant with the Tempe, Ariz., Police Department, where he is administrator of the department's Office of Management and Budget.)

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National board eyes credentials for cops

Continued from Page 1

police officer, Weisman said the NLECB will provide a "tool for self-improvement" that goes beyond state-set minimum standards.

POST boards, Weisman noted, "set what officers need to minimally be able to do to be qualified as law enforcement officers. This is going to be the exact opposite end of that. We're going to identify what it takes to be the best in the profession and what they have to do to be the best. It's not going to be a minimal competency test. It will be highly proficient."

The credentialing process, which is still in development, will be open at first only to "uniformed officers who interact with the public as first-responders," Weisman said. But as the program grows, certification programs for supervisors and administrators may be offered as well. "Our organization intends to go forward and develop other kinds of certification programs. This is just the first offering."

Applicants will be required to document their professional experience and educational achievements, and will undergo some type of assessment process. Members of the community in which the officer works may also provide input, Weisman added, in keeping with the board's belief that effective interaction with clients is a hallmark of professionalism.

Sylvan Learning Systems, which has provided \$500,000 in seed money to the board, will administer the board's "scenario-based, multimedia, computer-driven" test at about 220 sites nationwide. The program will cost officers about \$250, Weisman said.

Weisman said a pilot credentialing program will get under way in April, with an official kickoff date set for October. "The time frame to achieve credentials will depend on what the requirements are and also depends on how complicated the assessment process is," he said, adding that recertification would be required after three to five years.

A diverse, 19-member board of trustees is overseeing the project. Among its members are former National Fraternal Order of Police president Dewey

Stokes, who is president of the board of trustees, current FOP president Gilbert Gallegos, criminal justice policy expert Mark Moore, and Tommy Motola, the president and chief operating officer of Sony Music and Entertainment Inc.

"I think the benefit to officers is that they will be one step further to really being perceived as true professionals," said Gallegos, who heads the Region I Drug Task Force for the New Mexico Department of Public Safety.

"We're trying to make the the requirements for application, testing and so forth as stringent as possible because we want the cream of the crop.... We want to make it as much of a challenge as possible."

"I'm always pleased when police officers and their representatives, particularly police unions, are interested in setting high professional standards for police conduct," said Moore, who is the Guggenheim Professor of Criminal Justice Policy and Management at

Harvard University's Kennedy School of Government. "What I admire about the effort is the fact that it reflects a desire on the part of police to challenge themselves."

The president of the International Association of Chiefs of Police, Chief David Walchak of Concord, N.H., offered a cautious assessment of the credentialing program. "The idea of certifying police officers at various levels is an excellent idea. However, I think that should be the responsibility

of individual states through their POST standards and training commissions.... Quality control is so important. There's always the question as to whether or not you have quality regarding qualifications in a national certification program."

[For more information, contact the National Law Enforcement Credentialing Board, 514 S. High St., Suite 100, Columbus, OH 43215. (614) 224-3417.]

What causes violence? NSF gambles \$12.1 million on finding some answers

Continued from Page 1

tium. NCOVR's research team includes 39 researchers at 24 institutions in 11 states and four countries, including experts in criminology, economics, psychology, public health, public policy, sociology, political science, statistics, geography and operations research.

At least 10 other Carnegie Mellon researchers are involved in the consortium, including Daniel Nagin, a professor of management at the Heinz School, who will be NCOVR's research director.

Blumstein told Law Enforcement News that the consortium will focus on three related aspects of violence — the development of violent traits in individuals; situational dynamics of violence to determine why some conflicts escalate to violence while others do not, and community dynamics to determine why some communities — public housing developments in particular — seem to be more conducive to violence than others.

The consortium will provide a cohesive framework for violence research, Blumstein said, noting that much of the previous research involved longitudinal studies of individuals found to be prone to violence, which resulted in varied findings. "One of the missions of the consortium will be to look at the divergent findings and see if we can find out whether there were con-

text-related or statistical variations. We'll do many more consistency checks of findings that may be out there."

For example, many studies have looked at the effect of media violence on individuals, but few have examined

community effect apart from the people who live there. For example, if there was a strong community effect, someone who moves out from a high-violence to a low-violence community should display lower violence and vice

versa. No one's really been able to establish that yet."

Notwithstanding the tough questions ahead, Blumstein was optimistic that the research will result in knowledge that will have a positive effect on the criminal justice system. "To the extent that we can identify effective community responses for reinstituting social control, that ought to contribute

to a lowering of the burden on the criminal justice system," he surmised. "To the extent that there are means of identifying individuals and situations they get into that are likely to lead to violence, that could lead to more sophisticated and improved requirements for probation and parole."

The consortium will make a concerted effort to bring more minority researchers into the study of violence, Blumstein said. "There's too much of a shortage of minority researchers in this area, and it's important that minority perspectives are brought to bear in the research."

That's where some of the universities on the research team, like John Jay College of Criminal Justice in New York City, will have a key role. "We will be very active in the training [of researchers] — undergraduates, pre- and post-doctoral students, and also young faculty who haven't yet formed their own professional identity or research agenda," said Barbara Raffel Price, Dean of Graduate Studies at John Jay.

Both inside & outside, Detroit PD zeroes in on domestic violence

Continued from Page 1

problems before fellow officers are called to respond to a violent dispute at an officer's home, said Cmdr. Catherine Garcia-Lindstrom. "We want to identify them before the problem reaches a crisis level," she said.

Police officers are by no means immune to domestic violence, and may be more at risk because of the stress of the job, Courie pointed out. "We found that the incidence of domestic violence among police officers is actually higher than that of the general population," he said. "Police officers are aggressive in their work and they take that aggression home with them."

Department figures show that 41 domestic violence complaints were filed against Detroit police officers in 1993, and another 54 complaints were made in 1994. Figures for last year were unavailable, Courie said, but there was one incident in which a police officer killed his spouse then committed suicide.

Courie said the department doesn't take such incidents lightly. "Domestic violence offenders are treated extremely seriously with disciplinary action — 30-day suspensions for the first offense, worse if there's more

than one violation," he said. First-time offenders must also undergo 28 weeks of counseling "and that's in addition to any other penalty," he added.

Detroit-area organizations who work closely with domestic violence victims lauded the Police Department's effort. "It's a valid attempt to come together to deal with this problem, and that's what we have to do. Police officers have to be more aware of the issues arising from domestic violence," said Clara Newman, director of the YWCA Interim House, which provides shelter, counseling, support groups and other services to over 2,000 clients each year.

Another victim advocate, Deborah J. Payne, chief executive officer of Phoenix Services Unlimited, which provides education and counseling programs for batterers, including police officers, said: "The Detroit Police Department has made a wonderful commitment. They're making arrests and following through the process, and they're supported by prosecutors and the Probation Department. I think it's tremendous that they are recognizing the problem and taking a firm but supportive stand on it."

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Upcoming Events

MARCH

18-19. Risk Management Workshop: Use of Force & Pursuit Driving Policies. Presented by the Southwestern Law Enforcement Institute. Dallas. \$145/\$195.

18-20. Commander's Course on Hostage Incidents. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$450.

18-20. Computerized Traffic Accident Reconstruction I: Introduction to EDCRASH. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$400.

18-20. Disaster Planning. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$400.

18-22. Jail Operations Management. Presented by the Institute for Management & Police Effectiveness. Pratt, Kan. \$120.

18-22. Report Writing for Instructors. Presented by Bruce T. Olson, Ph.D. Pasadena, Calif. \$290.

18-22. Police Motorcycle Rider Course. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$650.

18-22. Implementing & Managing Community-Oriented Policing. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

18-22. Leading Law Enforcement into the 21st Century. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

18-22. DWI Instructor Course. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

18-22. Police Internal Affairs. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

18-29. Accident Investigation II. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$800.

18-29. At-Scene Traffic Accident/Traffic Homicide Investigation. Presented by the Institute of Police Technology & Management. Lakeland, Fla. \$595.

18-April 5. Command Training Program. Presented by the New England Institute of Law Enforcement Management. Wellesley, Mass.

19. Stress Management for the Public

Safety Professional. Presented by Fredrickson Consulting Inc. Lenoir City, Tenn.

19-20. Executive/VIP Protection. Presented by the Executive Protection Institute. New Orleans.

19-20. Narcotic & Drug Investigations. Presented by Hutchinson Law Enforcement Training. Braintree, Mass.

20-22. Investigating Violent Crimes. Presented by Rollins College. Orlando, Fla. \$275.

20-22. PR-24 Instructor Certification Course. Presented by R.E.B. Training International. Middletown, Conn.

20-23. 9th National Youth Crime Prevention Conference. Presented by Youth Crime Watch of America Inc. and the National Crime Prevention Council. Miami.

21. Police Media Relations. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$225.

21-22. Using the Internet for Research & Information Dissemination. Presented by the Justice Research & Statistics Association. Washington, D.C. \$395/\$495.

21-22. How to Succeed in the Security Profession: Marketing Yourself or Starting a Business. Presented by the Executive Protection Institute. Las Vegas.

21-22. Breakthrough Strategies to Teach & Counsel Troubled Youth. Presented by Youth Change. Austin, Texas. \$125.

21-22. Domestic Violence/Child Abuse. Presented by Hutchinson Law Enforcement Training. Cheshire, Conn.

21-22. Computerized Traffic Accident Reconstruction II: Introduction to EDCAD. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$300.

22-24. Street Survival '96. Presented by Calibre Press. New Orleans. \$179/\$155/\$105.

23. Successful Promotion: A Personal & Career Development Seminar. Presented by Davis & Associates. San Jose, Calif. \$125.

25-27. DUI Standardized Field Sobriety Testing. Presented by the Institute of Police Technology & Management. Pensacola, Fla. \$325.

25-29. Field Training Officers Program. Presented by the Northwestern University

Traffic Institute. Evanston, Ill. \$550.

25-29. Microcomputer-Assisted Traffic Accident Reconstruction: EDCRASH. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$700.

25-29. Forensic Light Sources in Detecting Physical Evidence. Presented by Rollins College. Orlando, Fla. \$495.

25-29. Introduction to Crime Prevention. Presented by the Institute of Criminal Justice Studies. Abilene, Texas. \$160.

25-29. Advanced Interviews & Interrogations. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$525.

25-29. Crime Scene Processing. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$525.

25-29. Administration & Management of Training. Presented by the Southwestern Law Enforcement Institute. Dallas. \$295/\$395.

26-28. Juvenile Law. Presented by the Institute of Criminal Justice Studies. San Antonio, Texas. \$150.

27-28. PC-Based Internal Affairs Records Management. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$395.

28-29. Breakthrough Strategies to Teach & Counsel Troubled Youth. Presented by Youth Change. Lexington, Ky. \$125.

28-29. Raid Planning, Preparation & Execution. Presented by Hutchinson Law Enforcement Training. Dorchester, Mass.

29. "C.I. School": Confidential Informants. Presented by Investigators Drug School. Tampa, Fla. \$95.

APRIL

1. "C.I. School": Confidential Informants. Presented by Investigators Drug School. Fort Lauderdale, Fla. \$95.

1-3. Arson Investigation. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$400.

1-3. Computerized Traffic Accident Reconstruction III: Introduction to EDSMAC. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$450.

1-5. Narcotic Identification & Investiga-

tion. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

1-5. Seminar for the Field Training Officer. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

1-5. Police Budgeting & Fiscal Management. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$500.

1-5. Vehicle Dynamics. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$575.

1-12. At-Scene Traffic Accident/Traffic Homicide Investigation. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$595.

1-June 6. School of Police Staff & Command. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$2,200.

2-4. Street Survival '96. Presented by Calibre Press. Lake Tahoe, Nev. \$179/\$155/\$105.

3-5. FTO Excellence: Beyond Advanced Training. Presented by Rollins College. Orlando, Fla. \$295.

8-9. Drug Asset Seizure & Forfeiture Management. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$250.

8-11. Advanced Police Budgeting & Cost Analysis. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$450.

8-12. Advanced Traffic Accident Reconstruction with the Use of Microcomputers. Presented by the Institute of Police Technology & Management. Oxnard, Calif. \$795.

8-12. Advanced Techniques for Unsolved Death Investigations. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$525.

8-12. Basic Hostage Negotiations. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$550.

8-19. Traffic Accident Reconstruction I. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$875.

8-20. Law Enforcement Equivalency of Training. Presented by the Southeastern Public Safety Institute. St. Petersburg, Fla.

8-20. Corrections Equivalency of Training. Presented by the Southeastern Public Safety Institute. St. Petersburg, Fla.

9-10. Confidential Informant Operations. Presented by Hutchinson Law Enforcement Training. Braintree, Mass.

9-10. How to Succeed in the Security Profession: Marketing Yourself or Starting a Business. Presented by the Executive Protection Institute. Baltimore.

9-10. 10-12. DUI Standardized Field Sobriety Testing. Presented by the Institute of Police Technology & Management. Lake Worth, Fla. \$325.

10-12. Problem-Oriented Policing. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$450.

10-12. SWAT & Negotiating Team Supervisors: Mutual Problems & Solutions. Presented by Rollins College. Orlando, Fla. \$295.

11. Team Development. Presented by the Institute for Management & Police Effectiveness. Mesa, Ariz. \$125.

11. Improving Police-Citizen Contacts: Cultural Awareness. Presented by the Southwestern Law Enforcement Institute. Dallas. \$40/\$55.

11-12. Breakthrough Strategies to Teach & Counsel Troubled Youth. Presented by Youth Change. Portland, Ore. \$125.

11-12. Investigative Techniques. Presented by Hutchinson Law Enforcement

Training. Granby, Conn.

15. Strategies for Preventing & Diffusing Aggressive Behavior (MOAB, Day 1). Presented by R.E.B. Training International. Middletown, Conn.

15-17. Street Survival '96. Presented by Calibre Press. San Diego. \$179/\$155/\$105.

15-18. Comprehensive Staff Inspections Training. Presented by the Institute of Police Technology & Management. Tallahassee, Fla. \$475.

15-19. Managing Police Traffic Services. Presented by the Northwestern University Traffic Institute. Evanston, Ill. \$500.

15-19. Internal Affairs & Ethics. Presented by the Southwestern Law Enforcement Institute. Dallas. \$295/\$395.

15-19. Computerized Collision Diagramming. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$695.

15-19. Crime Scene Technicians Seminar. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

15-19. Sex Crimes Investigation. Presented by the Institute of Police Technology & Management. Pensacola, Fla. \$495.

15-19. Pedestrian/Bicycle Accident Investigation. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

15-19. Report Writing for Instructors. Presented by Bruce T. Olson, Ph.D. Walnut Creek, Calif. \$290.

15-26. Advanced Traffic Accident Investigation. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$695.

15-26. Intensive Officer Survival Course. Presented by Modern Warrior Defensive Tactics Institute. Lindenhurst, N.Y. \$750.

16. Strategies for Managing Physical Confrontations & Controlling Aggressive Individuals (MOAB, Day 2). Presented by R.E.B. Training International. Middletown, Conn.

17-18. First-Line Supervision for the 21st Century. Presented by the Institute for Management & Police Effectiveness. Mesa, Ariz. \$250.

17-19. Problem Solving for Police Executives: Leadership for the 21st Century. Presented by the Institute for Management & Police Effectiveness. Mesa, Ariz. \$250.

18-19. Introduction to Evaluation Research Methods. Presented by the Justice Research & Statistics Association. Washington, D.C. \$395/\$495.

18-19. Police Background Investigations. Presented by Hutchinson Law Enforcement Training. Concord, Mass.

For further information:

(Addresses & phone/fax numbers for organizations listed in calendar of events.)

Calibre Press, 666 Dundee Rd., Suite 1607, Northbrook, IL 60062-2727 (800) 323-0037.

Davis & Associates, P.O. Box 6725, Laguna Niguel, CA 92607. (714) 495-8334.

Edmonton Police Service, Attn.: Staff Sgt. D. Veith, 9620-103A Ave., Edmonton, Alberta, Canada T5H 0H7. (403) 421-2357. Fax: (403) 421-2808.

Executive Protection Institute, Arcadia Manor, Rte. 2, Box 3645, Berryville, VA 22611 (703) 955-1128.

Fredrickson Consulting Inc., 541 W. 98th St., #345, Minneapolis, MN 55420. (612) 884-0249. Fax: (612) 884-2485.

Hutchinson Law Enforcement Training, LLC, P.O. Box 822, Granby, CT 06035. (203) 653-0788.

Institute for Management & Police Effectiveness, P.O. Box 20562, Mesa, AZ 85277-0562. (602) 641-8835. Fax: (602) 641-4624.

Institute of Criminal Justice Studies, Southwest Texas State University, West Campus, Canyon Hall, San Marcos, TX

78666-4610 (512) 245-3030. Fax: (512) 245-2834.

Institute of Police Technology & Management, University of North Florida, 4567 St. Johns Bluff Rd. So., Jacksonville, FL 32216. (904) 646-2722.

Investigators Drug School, P.O. Box 1739, Fort Lauderdale, FL 33312. Fax: (305) 753-9493.

Justice Research & Statistics Association, 444 N. Capitol St., NW, Suite 445, Washington, DC 20001. (202) 624-8560. Fax: (202) 624-5269.

Midwest Gang Investigators Association, Minnesota Chapter, P.O. Box 15696, Minneapolis, MN 55415-0696. (612) 348-4161. Fax: (612) 348-8757.

Modern Warrior Defensive Tactics Institute, 711 N. Wellwood Ave., Lindenhurst, NY 11757. (516) 226-8383.

National Association of Police Organizations, 750 First St., N.E., Suite 1020, Washington, DC 20002-4241. (202) 842-4420.

New England Institute of Law Enforcement Management, P.O. Box 57350, Bah-

son Park, MA 02157-0350. (617) 237-4724.

Northwestern University Traffic Institute, 555 Clark St., P.O. Box 1409, Evanston, IL 60204. (800) 323-4011.

Bruce T. Olson, Ph.D., P.O. Box 1690, Modesto, CA 95353-1690. (209) 527-0966. Fax: (209) 527-2287.

R.E.B. Training International Inc., P.O. Box 697, Avon, CT 06001. (203) 677-5936. Fax: (203) 677-9635.

Rollins College, Public Safety Institute, 1000 Holt Ave., #2728, Winter Park, FL 32789-4499. (407) 647-6080.

Southeastern Public Safety Institute, P.O. Box 13489, St. Petersburg, FL 33733-3489. (813) 341-4500. Fax: (813) 341-4547.

Southwestern Law Enforcement Institute, P.O. Box 830707, Richardson, TX 75083-0707. (214) 883-2376. Fax: (214) 883-2458.

Youth Change, 275 N. 3rd St., Woodburn, OR 97071-4705. (800) 545-5736.

Youth Crime Watch of America, 9300 S. Dadeland Blvd., Suite 100, Miami, FL 33156.

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